

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.

Auberle has been operating the Movin’ On Program since 2004. Our current annual utilization rate is at 94% and for the last three months it has been 100%.

Current Housing Programs				
Program	Population Served	Number Units/Beds	Annual Budget	Annual Utilization Rate
Movin On	Young men 16-24	10	226,962	94%
Click here to enter text.	Click here to enter text.	Enter #	Enter \$	Enter %
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.

Auberle was named Agency of the Year in the United States by the Alliance of Strong Families and Communities, the largest network of human service agencies in the country. The award was given to us largely because of our focus on successful outcomes and management structure that drives excellence across the agency.

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Auberle's executive team is comprised of the CEO, COO, CFO, the Director of Special Projects and Development, the Director of Community Services and Planning and the Director of Facilities, Operations and the Employment Institute.

This Program will be part of the Community Services Department. The Director of Community Services & Planning has provided leadership for Auberle for 25 years. Her leadership was instrumental in our positive outcomes leading to our Homebuilders® award, 412 Youth Zone award and the Teen Foster Care Award. She was asked to represent the United States and present at an international conference in Vienna, Austria to present how an evidence-based program (SNAP®) is implemented with fidelity. Her experience with outcomes collection, strategic planning, and program development will ensure this program's success. Additionally, this Rapid Rehousing Program, that we're calling At Home, will be supported by the entire agency. Our Employment Institute, The 412 Youth Zone, our Outpatient Clinic and all other Auberle programs and supports will flow into this initiative. Our Development Department will provide Marketing expertise and support in recruitment of landlords and communication about the positive impact of the program.

Evidence of our successful internal communication efforts can be found in the results of our employee engagement survey. One primary aspect of the survey is for staff on all levels to provide feedback on how much they feel connected to our mission, engaged in the agency and to what level they feel they are key stakeholders in the direction of the organization. Where a world class agency will score 39%, the most recent survey results reveal that Auberle is at 81.6%, our highest ranking ever. Each year that number goes up. We also target those teams that show the lowest scores on the survey to evaluate what can be done to improve them. Additionally, the agency holds regular all staff meetings where staff members can submit questions to executive team for responses. Our strategic planning process starts with members of the executive team going to every single team to find out what their key challenges are and where they see areas of growth. We start from the bottom up to make sure that all staff have a voice in the direction of the organization. The Sanctuary Model that Auberle adopted several years ago places high value on internal communication. Tenants like democracy and open communication are key elements of our philosophy. They encourage a free exchange of ideas and feedback across all levels of the organization.

Strategic Partnerships are at the heart of everything that Auberle does. We work outside agencies in both the corporate and nonprofit sectors as well as healthcare providers and universities. At the 412 Youth Zone, we brought together 38 strategically chosen partners to bring the vision of a one-stop center for aging-out to life. Our Employment Institute, an award-winning workforce development program, is another example of our expertise in bringing together outside partners to achieve positive outcomes. We currently have more than 49 employer partners in the Employment Institute. Those corporate partners train our youth, hire our youth and provide funding for the program. They do this because they believe in our approach and have seen the positive results firsthand. The program also has 46 partner agencies that regularly refer their youth to the Employment Institute. At Auberle, we realize that we cannot be experts in everything that our participants need. So we rely on our extensive network of friends and partners to achieve the absolute best for our participants. Allegheny County Department of Human Services has proven to be one of our strongest partners. Through candid conversations and by creating a collaborative relationship, we have been able to work together to change the lives of thousands of young people and their families. If chosen for the Rapid Rehousing

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Program through this RFP, we hope that our proposal is the beginning of the conversation with DHS to ensure that we're setting our participants up for success.

Auberle has worked with numerous government and foundation entities for decades. Our reputation is solid and our accounting systems is established.

The finance department of Auberle is overseen by a Finance Committee which is made up of members from some of the largest banks, law firms, public accounting firms and universities in the area.

Additionally, an annual certified audit is conducted each fall that utilizes the A-133 format. Auberle consistently receives an unqualified audit each year.

3. Describe any unresolved monitoring or audit findings for any HUD grants (including ESG) operated by your organization (if any).

There are none.

4. Describe your organization's proposed staffing plan.

Our staffing plan will be two full time case managers, a part time administrative assistant and supervision provided by the Director of Community Programs. Our case managers will be the program participant's key point of contact. They will be charged with building trusting relationships with the youth, identifying barriers, making internal and external referrals, guiding youth through the rehousing process and providing ongoing support and case management to ensure that the housing placement remains stable. Auberle has been working one-on-one with vulnerable youth for decades. While we recognize that every youth is an individual, our breadth of experience, internal support and external partners make it possible to address every need that a young person may have. Our Movin' On program has been ranked Allegheny County's top transitional housing provide for youth largely because of our dedicated staff and their commitment to positive outcomes. Our case managers have experience working with youth from every neighborhood in Allegheny County and would bring that expertise to this program.

Our part-time clerical staff member would focus on scheduling inspections and processing payments for rent, moving assistance, utility assistance etc. Our thought is that by taking these administrative tasks off of the case managers, they will be able to focus solely on social work. The clerical staff person will also assist in managing the HMIS system to ensure accurate record and timely reporting.

a. Staff experience working with the homeless population and in the housing community

Auberle has been offering the Movin' On Program, a transitional living program for young men ages 16-24, has been operating for twelve years. Our Program Manager, Tim Kelly, has been working at Auberle for over 25 years and has a deep understanding of the young people we serve, the communities they live in and approaches they help them to be successful. Lamont Butler, a current Movin' On Youth Care Worker and likely one of the Case Managers for At Home, has been working at Auberle for 30 years. It is

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safe to say that in there 55 years of combined experience, they have seen it all. They have helped even the most difficult young person gain stability and permanent housing. Prior to the opening of the 412 Youth Zone, Auberle ran an Independent Living and Aftercare Program for many years. The goals of this program were very similar to the rapid rehousing goals.

b. Your organization's strategy for recruiting and retaining quality staff

Auberle employs nearly 215 staff. We survey our employee satisfaction regularly and by external sources such as the Pittsburgh Post-Gazette annually. Our scores are consistently high and we are ranked both the Healthiest Employer in the region in 2016 and a Top Place to Work year after year. Our Mission commitment scores are exceptional and it is apparent that our employees are here to change lives – not just to collect a paycheck. Almost half of our employees are from the communities where children are most frequently removed from their families. Auberle staff is encouraged to recommend qualified candidates for employment. Employees receive a bonus when a referred candidate successfully completes their introductory period. With nearly half of our staff being from the targeted communities – we are confident our hiring will reflect the communities we will serve and place youth in the At Home Program. Auberle advertises in every possible venue. We are able to market our status as agency of the Year to attract the most talented candidates. We use local Universities, Colleges and Web based engines such as Indeed, Our web site, our electronic sign, our business partners, and Non-Profit Talent. We invite ALL eligible candidates that meet the minimum requirements of the job to a Group Interview. This allows us to meet and screen as many candidates as possible.

c. Your organization's professional development and staff training program

The Sanctuary Model™ of Trauma-Informed Care is at the core of all staff training and supervision. Every staff person goes through the ten module training as part of their orientation plus an entire month of on-boarding and other pertinent trainings. The model provides a tool kit for staff to make the connection between what adverse experiences the youth have experienced and how those experiences are standing in their way of the life they desire. It helps staff better understand the reasons behind a youth's decisions and behavior. The model does not ask youth to change who they are but provides them with an arsenal of resources that reinforce positive self-regard, the importance of future planning and rescripting of negative messages. We attend and present at state and nationwide conferences on trauma-informed care. What is important is that while Sanctuary will be an essential training for staff, youth will also receive training. By doing this, we're eliminating the barrier between "us" and "them". Breaking down those barriers will aid in the creation of trusting, mutually respectful relationships between case workers and youth.

d. Your organization's plan for staff performance management

Auberle's policies and procedures require each staff member to receive at least monthly supervision. Our supervision practices weave Sanctuary principles into each meeting between supervisor and employee. During each meeting the supervisor reviews with the employee their personal progress to their individual annual goals, a review of open cases that the employee is managing, discussion of difficult situations that the employee is dealing with, plus time to discuss their stress level and how they

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are managing their self-care plan. The self-care plan is one of the tools from the Sanctuary Model that helps to reduce an employee's exposure to vicarious trauma which directly impacts employee burnout. Programs also submit their progress on goals each month.

All Auberle staff members receive two performance evaluations per year. The first is given at the beginning of the new fiscal year (July 1) at that time the supervisor and employee discuss department goals. Together, the supervisor and employee identify individual goals for the employee to work on throughout the course of the year. The second performance evaluation is held mid-year (January 1). Each year all employees are eligible for Auberle's performance based bonus program which pays a percentage of their salary if they successfully achieve their department/individual goals.

To maintain cohesion each program meets at least once per month to review progress to goals, discuss programs and services and discuss areas for improvement. All staff meetings also provide an opportunity for staff to receive additional trainings. For instance, Auberle's clinical team routinely meets with each direct service department to address pertinent issues. For example, Movin' On staff found that they needed tools to help the youth with prescription medication for mental health concerns understand why it is important to take their medication as directed. Our Clinical staff attended one of Movin' On's team meeting to discuss effective strategies for talking to youth about their medication in a way that maintained their self-determination and sense of safety.

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

Auberle has experience inputting data into the HMIS system as core component of the Movin' On Program. At our most recent inspection at Movin' On, the auditor specifically recognized our effective use of the HMIS system.

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

Our strategy for our Movin' On program is that within 24 hours of a vacancy, a staff person would use the HMIS Bulletin Board to pull prospective participants for the appropriate number of vacancies. Once the participant is enrolled into the program, staff make sure that they are entered in HMIS within 24 hours. We would use the same strategy for the At Home Program. One of the keys to Auberle's success is using data to evaluate our effectiveness. For that reason, we understand the importance of accurate and timely use of HMIS and will remain committed to being a top performer in that area.

c. Your organization's quality assurance procedures for entering data into HMIS and correcting data when necessary

Currently, our policy is that we enter the participants' data within 24 hours of enrollment, we then complete monthly, yearly and or exit assessments. Even though we are only expected to conduct quarterly assessments, we find that doing it monthly keeps everyone focus on positive outcomes and maintains accuracy. We also review for modifications by the 25th of every month and correct HMIS data when necessary. We will maintain that same level of diligence for the At Home Program as well.

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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	<input type="checkbox"/>
Active history of substance use	<input type="checkbox"/>
Having a criminal record with exceptions for state-mandated restrictions	<input type="checkbox"/>
History of domestic violence	<input type="checkbox"/>
None of the above	<input checked="" type="checkbox"/>

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	<input type="checkbox"/>
Failure to make progress on a service plan	<input type="checkbox"/>
Loss of income or failure to improve income	<input type="checkbox"/>
Being a victim of domestic violence	<input type="checkbox"/>
Any other activity not covered in a lease agreement typically found in the project’s geographic area	<input type="checkbox"/>
None of the above	<input checked="" type="checkbox"/>

Auberle has already adapted the Housing First Model at Movin’ On and will continue that with our At Home Program.

7. Describe your organization’s experience in leveraging other federal, state, local and private sector funds.

Auberle’s style of fundraising focuses on creating the greatest impact for our participants and investors with the resources we are given. For instance, youth in our Movin’ On Program receive all of the benefits of the transitional housing assistance but they are also given access to mental health services, drug and alcohol counseling, employment help through the Employment Institute, recreation, arts activities, services at the 412 Youth Zone for qualified youth, life skills, financial literacy classes and more. So with the generous investment from the continuum, our youth are able to get many times the amount of services presented in our budget. Any young person that comes to Auberle for help has access to any service they need regardless of their program. In addition, our extensive network of partners makes it possible to connect youth to other vital services that we do not need to charge DHS for. For instance, vision care is not something that Auberle offers but through our partnership with Catholic Charities, we can make sure that our youth get that care at no cost to DHS. So while a young

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person might come to us for rehousing assistance, we can leverage our HUD funding to avail them of dozens of other services.

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).

Attached. Our audited financial statements illustrates our effective management of resources. We are audited annually and we do not have any adverse findings.

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.”
At Home

2. Provide a summary description of the entire scope of your organization’s proposed RRH Program.

Auberle will provide Rapid Rehousing services to 30 young people at a point in time. Every young adult will be paired with a case manager who walk through the entire rehousing process with the participant. Key components of our program will be rental assistance and other types of assistance associated with moving including moving trucks and utility deposits. Once a young adult is placed with us, we will rehouse them within 30 days. Our rental assistance will be tenant-based. With our help, youth will be placed into units in the private rental market. Our rental assistance structure will be as follows:

1. Auberle will pay 100% of the rent for three months (plus the security deposit/last month’s rent if requested)
2. Auberle will pay 75% of the rent and the participant will pay 25% for the next three months
3. Auberle and the participant will each pay 50% of the rent for the next three months
4. Auberle will pay 25% of the rent and the participant will pay 75% of the rent for the next three months
5. The youth will take on 100% of the rent from this point on.

Throughout this time period, our case managers will be meeting with the youth on a regular base, more at the out-set and then less as the youth gain stability. Our case manager will visit the youth at their apartment and work with them on life skills to properly maintain it. We will also communicate regularly with the landlord to keep the relationship on track. We realize that some youth will need more support than others and will adjust approach as needed. The case managers will also help youth with supportive services to eliminate the barriers that have stopped them from being successful in the past. Some of those supports will be around income, cash and non-cash benefits, life skills and mental health services.

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.

As soon as we are awarded a contract, we will work to build a database of potential landlords and units. When the program begins, we will use HMS to pull down small batches of participants, assign them to

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case workers and begin to contact them as soon as possible. We will maintain this process until we have 30 active participants. Case Managers will begin work immediately to address barriers, connect to supportive services and begin an apartment search, first consulting the database we have created. Given the extensive experience of our current staff, we do not predict having to hire any new staff for this program. Our Director of Community Programs and Planning will provide oversight over the planning period and execution of the program. Auberle maintains several contracts with the County and remain in good standing with all of them. We have no reason to doubt that we would be able to meet and exceed the expectations for the At Home program as well.

- 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 identified 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	<input type="checkbox"/>	Domestic Violence	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	Substance Abuse	<input type="checkbox"/>
Youth under 25	<input checked="" type="checkbox"/>	Mental Illness	<input type="checkbox"/>
Families with children	<input type="checkbox"/>	HIV/AIDS	<input type="checkbox"/>
Other: Specify - Click here to enter text.			

Auberle plans to maintain our commitment to the Housing First Model but will focus on Adults ages 18-24. We are open to taking on those young adults with or without children and any other barrier they face to self-sufficiency. We have decided to focus on young adults because of our proven track record of success with that population. As stated previously, however, we see this proposal as the beginning of the conversation with DHS and will remain flexible to the responding to need.

- 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				
	Adults over age 24	Adults ages 18-24	Children under age 18	Total Persons
Chronically Homeless Non-Veterans	Enter #	2	Enter #	Enter #
Chronically Homeless Veterans	Enter #	2	Enter #	Enter #
Non-Chronically Homeless Veterans	Enter #	2	Enter #	Enter #
Chronic Substance Abuse	Enter #	0	Enter #	Enter #

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People with HIV/AIDS	Enter #	2	Enter #	Enter #
People with Severe Mentally Illness	Enter #	0	Enter #	Enter #
Victims of Domestic Violence	Enter #	1	Enter #	Enter #
People with a Physical Disability	Enter #	1	Enter #	Enter #
People with a Developmental Disability	Enter #	0	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 #	4	Enter #
Chronically Homeless Veterans	Enter #	4	Enter #
Non-Chronically Homeless Veterans	Enter #	4	Enter #
Chronic Substance Abuse	Enter #	0	Enter #
People with HIV/AIDS	Enter #	3	Enter #
People with Severe Mentally Illness	Enter #	0	Enter #
Victims of Domestic Violence	Enter #	3	Enter #
People with a Physical Disability	Enter #	2	Enter #
People with a Developmental Disability	Enter #	0	Enter #
People not represented by listed subpopulations	Enter #	Enter #	Enter #

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 #
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

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Rental	30	45	14	31
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Households	Households with at least one adult and one child	Adult households without children	Households with only children	Total
Total number of households	10	20	0	30

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	Enter #	Enter #	Enter #	Enter #
Adults over age 18-24	25	20	0	45
Accompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Unaccompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Total Persons	Enter #	Enter #	Enter #	45

5. Describe your organization’s experience with the RRH Program target population and your chosen subpopulation.

Auberle currently operates the following programs that demonstrate our experience and success with our chosen subpopulation:

1. The 412 Youth Zone – this one-stop center serves youth aging out of the foster care system and homeless youth between the ages of 16 and 24. Since the program’s dedication in February, we have had 550 youth use the program. This is evidence of our ability to engage youth. While we will not know the details of our positive outcomes for the Youth Zone for six more months, we can look to the program’s predecessor, the ILA Program for further evidence of success. At the conclusion of ILA’s last full program year 100% of participants were in stable housing and 2/3 with their high school diploma or after earning a GED enrolled in post-secondary education or vocational training. 80 youth received assistance recovering a social security card or birth certificate as a pre-requisite for employment, 17 youth earned driver’s licenses and 19 youth received an adult mentor.
2. Semi-Independent Living Programs (GATE/Bloom and Goal) – Auberle offers gender-specific semi-independent living programs for young men and young women. The programs offer similar ones to the kind we are proposing in the At Home Program. The staff work with the youth to help them learn essential life skills, complete educational goals, obtain employment and successfully complete therapeutic goals. In the 2015-2016 program year for instance, our program for girls had an 89% positive discharge rate.
3. Employment Institute – The Employment Institute serves 300+ at-risk youth between the ages of 16 and 24. The program works directly with the business community to identify chronically vacant jobs in high demand industries and then works with those businesses to design training

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programs for our youth. Upon successful completion of the training program those employers hire our young people. As mentioned previously, participants of the At Home Program would have access to all of the Employment Institute services. In the last year, we helped 77% of job seekers obtain employment and 75% of those retained their employment for six months or more. The six month mark is an important milestone that predicts longterm future success in the job. We also offer 36 other supportive services that create a comprehensive response to the barriers that held the youth back from success. Due to the tremendously positive outcomes, the Employment Institute was named Pennsylvania's Community-based Program of the Year by Juvenile Court Judge's Commission in 2015.

4. Movin On – Auberle's transitional living program for young men was the highest ranked youth transitional living program last year. In the 2015-2016 program year, 91% of participants successfully secured permanent housing – key evidence that we would be successful with a Rapid Rehousing Program.

Aside from these specific program offerings, Auberle also focuses on providing culturally sensitive programming to our youth. Auberle's 412 Youth Zone Youth Coach Supervisor is a member of the DHS LGBTQ Community of Practice focus group that focuses on the intersection of cultural identities for youth in child welfare. We also have representation on the African American Boys and Men Trauma Work Group. Our COO is a member of the Heinz Endowments' Gender Norms Girls of Color work group and we are trained in the Coaching Boys into Men (CBIM) curriculum. We are heading up a regional study with the Dr. Elizabeth Miller, head of adolescent medicine at Children's Hospital of Pittsburgh, to evaluate the effectiveness of CBIM. These "extras" provide our staff with additional tools to reach youth where they are.

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**

An assessment of barriers and designing individual service plans will be key components of our At Home Program. We are skilled in working with youth who come to us with a great deal of trauma, mental health concerns, drug and alcohol issues and more. At Movin' On, the young men do not come to the program with background information so our case managers have become skilled in working with the youth to uncover what services they will need to be successful. Our At Home case managers will work one-on-one with the participants to determine what has gone wrong in other housing situations, what has stopped them from securing housing on their own and steps to take to find and maintain reasonable housing. Creating an environment where youth feel comfortable to share their thoughts and concerns is paramount to us at Auberle. Everything we seek to accomplish with the youth is done collaboratively with them. We ask for constant feedback and create youth advisory boards to add an extra layer of assurance that our programs are designed with the true needs of our young adults in mind.

- b. **How your organization will identify appropriate scattered site units and ensure that rents are reasonable (include your organization's definition of reasonableness)**

The assessment of needs process will play a key role in this aspect of the program. If a youth has a physical disability or a physically disabled child, we will focus on units that will meet their needs. Other considerations will be the youth's transportation needs, support networks and employment options.

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The primary measure of reasonableness will be the Fair Market Rent standards and comparables in the area. We will also consider the youth's budget and other tenant paid expenses like utilities. We work closely with the Greater Pittsburgh Nonprofit Partnership where we have access to many community development corporations that can help us identify good landlords to work with. Auberle has experience with purchasing facilities and runs its own construction business with youth. For that reason, we can identify a sub-par unit.

c. Your organization's plan for recruiting and working with landlords and other homeless services providers

Since Auberle has been a part of the continuum for many years, we have established great relationships with other homeless providers like ACTION Housing and work closely with the Homeless Education Network. Several of our Board Directors are members of the for-profit property development industry and are willing to help us identify quality scattered site units, management companies and private landlords. Between the Movin' On Program and our semi-independent living programs that both focus on finding youth stable housing, we have experience in this area. We also have experience working in every community in Allegheny County making it easy for us to make connections and call upon partners to help us identify units for our participants.

d. Your organization's plan for assessing the suitability of scattered site units for habitation by RRH Participants

Before our program begins, we plan to have a complement of landlords who have agreed to working with the program and our youth. We will visit those apartments and determine if they are at Fair Market Rent. By doing this we can build a database of potential units that we can suggest to our participants. All units will undergo an inspection and we will not place a participant in a unit until it passes an inspection. Other considerations will be the price of rent of similar units in the same neighborhood and amenities as they relate to the needs of the participant.

e. Where your organization's plan on locating the scattered site units in the County

Through conversations with DHS, we have learned that there is a great need for this type of program in the Mon Valley. We will direct efforts on locating units in those neighborhoods and fortunately, the rental market in this area tends to be more affordable. We will, however, work with participants from any neighborhood and will respect their self-determination in selecting a neighborhood.

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.

As stated previously, effective and strategic partnerships are key to our work. Although the Rapid Rehousing model will be new for us, the goals of the program and the target population are not new for us. We will continue to work with the 38 partners at the 412 Youth Zone, avail participants to all Employment Institute services that include over 20 employer partners and we will work closely with the County to make sure that we are meeting the expectations of the program. Our reputation as an agency that achieves high outcomes has created opportunities for us to work with top leaders in many sectors. As you will see from our leveraged funds information provided in this proposal, we will use resources both inside and outside of Auberle to make sure the youth get what they need. We are part of and have leadership roles in many collaborative initiatives. Our 412 Youth Zone Youth Coach Manager sits on DHS'

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LGBTQ Community of Practice Focus Group and we have representation on CYF’s Child Abuse Prevention Campaign Working Group and the Sexual Orientation and Gender Identity training group. We are also active participants in DHS’ Diligent Recruitment Campaign. Judge Kimberly Clark recently appointed our CEO to Allegheny County Children’s Roundtable. All of these opportunities give us access to a wide network of providers and partners who will help make our At Home Program a success.

We have had our most successful year yet, raising \$3.5 million which increases our ability to provide our youth with unique supportive services.

- 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	Daily
Assistance with Moving Costs	Your organization	Monthly
Case Management	Your organization	Daily
Child Care	A non-partner agency	As needed
Education Services	Your organization	Weekly
Employment Assistance & Job Training	Your organization	Daily
Food	Your organization	As needed
Housing Search & Counseling Services	Your organization	Daily
Legal Services	Your organization	As needed
Life Skills Training	Your organization	Weekly
Mental Health	Your organization	As needed
Outpatient Health Services	Your organization	As needed
Outreach Services	Your organization	Weekly
Substance Abuse Treatment	Your organization	As needed
Transportation	Your organization	As needed
Utility Deposits	Your organization	Monthly

[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

Case Management and at least monthly assessments of progress on goals will be key to achieving this goal. Additionally, our extensive list of supportive services will play a large role in achieving this goal. As evidence of our ability to achieve this outcome, our Movin’ On Program currently has a 91% permanent

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housing rate where the expectation is 80%. We will use our internal goal tracking mechanism as well as monthly update in the HMIS system to track this.

b. Maintaining or increasing income

We will help each participant apply for any cash benefits that they are eligible for through the COMPASS system. Beyond that, we will make our Employment Institute services available to each participant to help them obtain good paying jobs that lead to a career. More details about this can be found in letter d. Our Employment Institute participants, on average, earn more than \$10 per hour.

c. Maintaining or increasing non-cash benefits

As soon as a young person comes to the At Home Program, our case manager will work on a budget with the participant. Part of that will be to assess what non-cash benefits they are already receiving and a written plan for how the participant plans to maintain them. If they are not receiving benefits, our case manager will help the youth work through the COMPASS system to make sure they are receiving all benefits that they are eligible for. We currently do this for all of our Movin' On participants before they exit the program.

d. Obtaining employment

We are not only concerned with our youth obtaining employment but also retaining employment. Our Employment Institute offers nine national certifications, 36 supportive services and works with 20+ local and national employers. All At Home youth will have access to these employment services. In last year, 77% of our job seekers obtain employment and 75% of those retained their employment for six months or more (a key determinant for long term success in the job). An added bonus is that since this is also an Auberle program, can offer seamless communication with the At Home case manager, adding a deeper level of support for the participants.

e. Returning to homelessness in six and 12 months

From our experience with Movin' On, our youth remain in contact with our staff long after their official exit from the program. While we are no longer receiving funding for those participants, we still offer our participants a safety net. Youth remain a part of the Auberle family no matter how long it's been since they were officially enrolled in one of our programs. Furthermore, even after a young person is exited from At Home, they can still remain involved in our outpatient mental health services, the Employment Institute and other supportive service they were participating in.

f. Utilizing supportive services

We find that our trauma-informed care approach to care encourages open communication between participants and staff. It creates openness where youth are willing to talk about their needs so that we can address them. We respect everyone's right to self-determination but find that our ability to build trusting and meaningful relationships with our participants allows us to guide youth toward the supportive services they need. Additionally, we find that allowing our youth to discover what they are passionate about, provides the motivation for them to be successful. Often times, our Employment Institute programs expose our youth to something that sparks their interest because they find something that they are good at. Once that happens, our youth need little encouragement to do whatever it takes to achieve their goal. No doubt there are setbacks, but our participants are more likely to be motivated to work to overcome them when it something they really want to do. We have

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seen this time and time again and will work diligently to help our At Home participants discover the kind of life they deserve.

RRH Program			
Housing Measures			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants remaining in permanent housing	26	30	85%
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	23	30	75%
Participants maintaining or increasing their non-cash benefits at the end of the operating year	23	30	75%
Participants obtaining employment	10	30	30
Participants returning to homelessness in six and 12 months	1 and 3, respectively	30	3% and 10%, respectively
Participants utilizing supportive services	29	30	96%

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
Life Skills training
Parenting and Prevention Education
Vocational certifications and/or educational certifications earned

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Life Skill Training	18	30	60%
Data source and data collection method: Case Managers will track in case files when youth participate in any life skills group or one-on-one activity			
Specific data elements and formula proposed for calculating results: Number of youth who complete a training divided by the universe			
Rationale for why the proposed measure is an appropriate indicator of performance: Life Skills is a key element to helping our participants become successful at work, in their relationships and plays a large role in their ability to maintain permanent housing.			

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)

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Parenting and Prevention Education	8	15	53%
Data source and data collection method: Case Managers will track in case files when youth participate in any parenting classes or prevention education that is offered through our partnership with Dr. Elizabeth Miller and Children’s Hospital.			
Specific data elements and formula proposed for calculating results: Number of youth who successfully complete a workshop or training divided the universe.			
Rationale for why the proposed measure is an appropriate indicator of performance: Learning parenting skills and maintaining healthy relationships play a major role in the participants’ ability to remain stable in many aspects of their lives. For our parenting youth, breaking the cycle of trauma and poverty is one of Auberle’s key focuses throughout the agency.			

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Obtainment of a vocational or educational certificate	12	30	40%
Data source and data collection method: Case Managers will track in case files when youth obtain an industry or nationally recognized certification as well as an education certificate such as High School Diploma, GED, Associates Degree, Bachelor’s Degree or some other type of advanced training degree.			
Specific data elements and formula proposed for calculating results: The number of youth who obtain a certificate divided by the universe.			
Rationale for why the proposed measure is an appropriate indicator of performance: Through our partnerships with the business community, we know that to be competitive for good paying jobs, our youth need to have some type of training. By offering these opportunities to our youth, they will be able to start on a career path and maintain stability.			

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	
30	Directly from the street or other locations not meant for human habitation
50	Directly from emergency shelters
10	Directly from safe havens
10	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.

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Auberle currently maintains government funding. We have never had a negative audit finding with these programs. We have a four person finance department and a finance committee made up of outside professionals who regularly review our fiscal health and responsibility.

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

Personnel costs: Our personnel costs consist of two hours a week of a Director, two full time case managers, a part time administrative assistance and 4 hours of a therapist. We have also included 25% for fringe benefits for each one of these positions

Rental Assistance: We will provide rental assistance to 30 young adults. We are open to serving the greatest needs but have proposed serving 10 youth with at least one child and 20 without. The ten youth with children will require a two bedroom apartment and the 20 without, will be placed in a one bedroom apartment. Using the FMR, we estimate spending \$181,985 on rental assistance, using a step-down structure for support.

Supportive services will be the main functions of our case managers who will commit 50% of their time to one-on-one case management, 10% on housing counseling, 10% on life skills training and 10% on outreach to landlords.

We will provide all 30 youth with moving assistance for no more than \$200 per participant.

We have proposed \$1,000 in employment services to offset the costs of our Employment Institute. Auberle will be contributing \$180,000 additionally in employment services.

Transportation costs: We will purchase annual bus passes at approximately \$1,000 each for an estimated 20 participants.

Utility costs: We imagine that all 30 youth will need assistance with utility deposits that are typically \$200 each. We budget three utility security deposits per participant.

Operating costs consists of rent (\$11,124), utilities (\$5073), communication (\$3857), office supplies (\$619) and travel (\$15,000) for a total of \$35,673.

We add 7% admin costs at \$26,189.04

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	<input type="checkbox"/>
Leased Units	<input type="checkbox"/>
Leased Structures	<input type="checkbox"/>
Rental Assistance	<input checked="" type="checkbox"/>
Supportive Services	<input checked="" type="checkbox"/>

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Operations	<input checked="" type="checkbox"/>
HMIS	<input checked="" type="checkbox"/>

RRH Program			
Rental Assistance Budget			
Total request for grant term			\$181,985
Total units			30
Type of rental assistance	FMR Area	Total Units Requested	Total Request
TRA	Metropolitan	30	\$181,985

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: [Click here to enter text.](#)

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	20	X	657	X	8.5	=	111,690
2 bedroom	10	X	827	X	8.5	=	70,295
3 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
4 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
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	Enter #	X	Enter \$	X	Enter #	=	Enter \$

RRH Program		
Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	Click here to enter text.	Enter \$
Assistance with Moving Costs	30 moves at \$200 each	\$6,000
Case Management	50% of case managers' time will be spent here plus 2% of the Director's oversight of case management.	\$58,172.40
Child Care	Click here to enter text.	Enter \$
Educational Services	Click here to enter text.	Enter \$

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Employment Assistance	Small portion of total Employment Inst. Srvs offered. The rest will be in leveraging	\$1,000
Food	Click here to enter text.	Enter \$
Housing/Counseling Services	10% of case management time will be spent here plus one part-time admin assistant	\$29,429
Legal Services	Click here to enter text.	Enter \$
Life Skills	30% of case managers' time will be spent here	\$32,128
Mental Health Services	4 hours per week at \$16.83 per hour for 52 weeks plus therapist fringes	\$4,375
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	10% of case managers' time will spent here recruiting landlords	\$10,709.54
Substance Abuse Treatment Services	Click here to enter text.	Enter \$
Transportation	Annual bus passes for 20 participants	\$20,000
Utility Deposits	3 utility deposits at \$200 each for 30 participants	\$18,000
Operating Costs	Rent, utilities, communication, office supplies and staff travel at .56 per mile	\$35,673
Total Services Requested		215,486.94

RRH Program	
Summary for Match	
Total Value of Cash Commitments	
Total Value of In-Kind Commitments	\$108,377.57
Total Value of All Commitments	\$108,377.57

RRH Program					
Summary for Leverage					
Total Value of Cash Commitments		\$302,027			
Total Value of In-Kind Commitments		\$826,687.57			
Total Value of All Commitments		\$1,128,714.57			
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments
Match	In-Kind	Private	Auberle	July 1, 2016	\$108,377.57
Leverage	In-Kind	Private	Partners	February 2016	\$319,580

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Leverage	In-Kind	Private	Auberle	July 1, 2016	\$398,730
Leverage	Cash	Private	Auberle	July 1, 2016	\$302,027

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	\$181,985	1 year	\$181,985
4. Supportive Services	179,813.94	1 year	\$179,813.94
5. Operating	\$35,673	1 year	\$35,673
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			Enter \$
8. Admin (up to 7%)			\$36,030.34
9. Total Assistance Plus Admin Requested			\$433,502.28
10. Cash Match			\$108,377.57
11. In-Kind Match			Enter \$
12. Total Match			108,377.57
13. Total Budget			\$541,879.85

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-\(RFP/RFO/RFI\).aspx](http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFO/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.

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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.