

RFP Response Form

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

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.

Goodwill of Southwestern Pennsylvania is a diversified community based non-profit human service agency whose mission is to "help people improve their quality of life through work and related services." Last year, Goodwill served over 50,000 individuals across its numerous programs. Goodwill provides a full range of employment, training, education, vocational assessment, counseling, housing, reentry and support services to a wide variety of populations and has over 20 years' experience in designing, developing and operating supportive housing and emergency shelter programs for a variety of populations under a variety of HUD Continuum of Care funding.

Goodwill also has a 45 year history providing Alternative Housing to Allegheny County Jail inmates, which is funded by the Allegheny County Jail, and Goodwill operates Goodwill Housing, Inc., which was established as a subsidiary of Goodwill SWPA in 1997. The buildings provide permanent housing for seniors and/or individuals with disabilities and include the following: Goodwill Plaza – 73 units, a Section 202 facility for both elderly and people with disabilities, built in 1984; Goodwill Villa – 50 units, a Section 202 apartment building for the elderly, built in 1995; Goodwill Manor – 49 units for the elderly, funded by tax credits and HOMES funding, subsidized through Allegheny County's Housing Authority, built in 1997; Jefferson Courtyard – 8 units, a Section 811, for people with mental illness, built in 1998; Warren Plaza – 15 units for people with a physical disability, Section 811, built in 2002 and Summerdale Court – a Section 811, 8 units building for people with intellectual disability, built in 2003.

In addition to all of the aforementioned, Goodwill also operates an Emergency Shelter, Pleasant Valley Shelter, for homeless men, and during the daytime hours a Drop in Center for Homeless men and women. The shelter also offers a host of supportive services onsite including access to medical care, food, employment and training opportunities as well as a Financial Opportunity Center, which assists homeless individuals and Northside residents in Job placement, financial services such credit repair and counseling and asset/resource development including assistance on applications related to health insurance/medicaid, SSDI, when applicable, and other state benefits. Our Emergency Shelter is funded by both Allegheny County and City of Pittsburgh. It operates 24 hours a day, 365 days per year.

Experience most relevant to the proposed program is Goodwill's experience currently providing Transitional and permanent supportive housing under the Continuum of Care in partnership with and funding from the Allegheny County Department of Human Services and City ESG for a variety of vulnerable homeless populations. Our current programs include serving women with children (Healthy Start House, TSH-6 units; 18 individuals) , offenders (HARBOR, TSH-40 units; 40 individuals) , and men with disabilities (Northside Common Ministries, PSH- 11 units; 11 individuals). Our longest operating program, HEART House, also served families with children and has recently transitioned to GoodStart RRH under county funding, though the new contract has not begun as of yet.

The provision of Housing and Supportive services are combined to provide holistic programming to the unique situations of each individual that is served in the program. Integral to the success of Goodwill's Housing programs, are connections to supportive services that help reduce barriers to independence.

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Supportive services needs are highly individualized and may include services that are urgent such as assisting a client in obtaining critical healthcare to helping a participant attain a low cost pair of eye glasses. As a large human service organization, Goodwill offers many leveraged programs and services onsite including Adult Education which offers GED/ABE/ESL and other industry training programs and certifications. Goodwill also operates one of the largest food pantries in the City of Pittsburgh for eligible clients. Goodwill connects participants/families to on-site training and employment services for individuals with disabilities, including behavioral health, when applicable. Goodwill operates one of the largest Reentry programs in Pittsburgh for ex-offenders; manages an onsite Volunteer Income Tax Assistance Program; and offers a Financial Opportunity Center where participants can attain income support connections, financial counseling and credit repair. Goodwill's YouthWorks Department can be leveraged to provide mentoring, Industry Training and Career services for youth. Serving over 50,000 individuals per year, Goodwill has formal and informal service agreements with hundreds of supportive service organizations and service providers, and maintains a central repository listing of contacts to organizations to facilitate all needed supports, and if a special circumstance arises for a needed support that is not "on our list," Goodwill staff will seek those resources.

Program Name	Population Served	Number Units/Beds	Budget	Annual Utilization Rate
HEART House- County funded Recently transitioned to GoodStart-1, but new contract hasn't begun yet.	Families with children	3 units; 7 beds/8 persons served	\$63,777-HUD \$12,000 match	100% Note: recently transitioned to RRH GoodStart - 1, and new contract hasn't begun yet.
HEART House- City ESG funded	Families with children	2 units; 5 beds	\$18,000/ESG \$44,000 match	100%
NCM PSH	Men w/disabilities	11 units/11 beds	\$115,847-HUD \$14,000 match	100%
HARBOR TSH	Homeless ex-offenders	40 units/40 beds	\$375,570-HUD/ \$40,000 match	85% from point in time, but typically higher with waiting list.
Healthy Start House TSH	Single mothers/expectant mothers with children	6 units/18 beds	\$229,116-HUD/\$57,279 match	67% from Point in time.
Pleasant Valley Shelter-county funded	Homeless men	35 beds	Per diem funding/\$57,534	N/A
Pleasant Valley Shelter-ESG funded	Homeless men	35 beds	\$32,000/\$32,000 match	N/A
Pleasant Valley Day time drop in center/ESG funded	Homeless women and men	N/A	\$34,000/ \$34,000 match	N/A

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- 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.**

Goodwill operates under the overall direction of a Board of Directors to which our CEO reports. The agency operates under the administration of President/CEO, Michael J. Smith, M.B.A and the executive leadership includes Chief Financial Officer, John Obritz, CPA; Associate VP for Technology, Kirk Selenberg, M.B.A.; Vice President for Human Services and Acting Corporate Compliance Officer, Ella Holsinger, M.Ed.; Vice President of Retail, Robert Stape, M.B.A; Vice President of Marketing and Public Relations, David Tobiczky, M.P.P.M. and Executive Director of Affiliate Operations, Amy Kacmar. Our Executive Staff oversee organizational divisions, and provide overall supervision and management to our Leadership Staff, who oversee departments and the Directors managing those departments within Goodwill. Executive Staff meet bi-weekly to ensure effective internal communication between divisions, and our Leadership Staff, which includes Executive Staff, meet weekly to discuss agency business. Executive Staff act as liaison to Goodwill's Board of Directors and communicate and report agency business to the Board of Directors within meetings that are conducted every three months. The Board also consists of oversight committees that meet more frequently. External Coordination with outside partners may occur at multiple levels within the organization including direct service staff who communicate and interact with partners regularly. Contractual communication and coordination typically occurs through the formal and informal development of MOU's and/or contracts between outside partners. Goodwill Directors and Contract Management staff work diligently to ensure effective coordination and communication between external stakeholders and Contract Managers are typically the point of contact for any contractual communication and coordination of services including any financial transactions. Goodwill's financial accounting system operates under generally accepted accounting principles and processes and procedures are governed by and managed under federal OMB circulars governing non-profits and/or any additional requirements under funder contract specifications manuals. Goodwill undergoes a rigorous annual third party audit to ensure fidelity and compliance of all its financial processes and procedures.

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

Goodwill does not have any unresolved monitoring or audit findings in any of its supportive housing programs.

- 4. Describe your organization's proposed staffing plan.**

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

In order to operate and manage successful housing programs, employing quality and experienced staff is one of the most critical components to facilitating successful client outcomes. As an organization dedicated to providing quality services to homeless individuals and families in Allegheny County, Goodwill has an entire Department dedicated to Supportive Housing. Funded through various HUD sources to serve various populations of homeless individuals, the ability and capacity to leverage staff within and external to the department has been critical to providing optimal services on lean budgets. Goodwill's current Supportive Housing staff has an extensive history of working not only in the social services field, but specifically working with homeless individuals and families, and working in the housing arena. Supportive Housing Programs fall within Goodwill's Human Service Division and under the overall supervision of Goodwill's VP for Human Services. Directly supporting the VP of Human Services is the Assistant VP for Program Development, who has 25 years experience developing supportive housing programs for populations to include offenders and families. Under the supervision

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of the Assistant VP for Program Development, is the Director of Goodwill's Supportive Housing department. She has over 14 years of experience working with homeless populations in a number of capacities including housing and employment and training, and is a licensed Occupational Therapist. The Director provides administrative and operational oversight to the current Transitional Housing Programs and will oversee the proposed programs. Overseeing the day to day functions, programming and supervising the direct service/support staff is a Supportive Housing Coordinator, who has been with Goodwill's HARBOR Housing program since its inception in 2011. A new Rental Advocate (RA) position will be added to the Supportive Housing team. The RA will be responsible for identifying and securing safe and affordable housing, meeting HUD fair market, rent reasonableness and property guidelines, as well as collaborating with clients in an effort to accommodate their housing preferences. Full time Service Coordinators (SC) will be dedicated to providing support and case management services to our proposed RRH and PH clients. All SC positions require a Social Service related Bachelor's degree with a minimum of 3 years' experience working with highly diverse populations with a variety of barriers to self-sufficiency. Each of our current SC's has over 5 years' experience working with vulnerable populations, with one individual having worked in Goodwill's Community Reintegration with offenders and Supportive Housing for over 13 years. Please see attached program Budgets for staff time allocations to each project.

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

Goodwill utilizes the highest standards and best practices in Human Resource development for recruiting and retaining quality staff. As an organization committed to attaining the highest standards in service delivery, Goodwill seeks candidates for open positions who possess both the education and experience relative to the nature of the position and are consistent with best hiring practices in the Human Service field. As a means to retain quality staff, Goodwill offers annual performance-based salary increases; tuition assistance; a comprehensive benefits package; opportunities to attain performance bonuses when possible, and financial assistance in the pursuance of professional development opportunities.

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

Goodwill offers many professional development opportunities for staff. Goodwill provides funding for educational assistance so staff can enhance their credentials and educational attainment. Goodwill's strategy is to continue to implement and utilize technological solutions to reach and provide all employees with the training that they need to be successful on the job as well as to provide opportunities for employees to learn new skills that will help them advance their careers within Goodwill, whenever possible. Goodwill strives to provide relevant, quality training that meets individual, department, contractual and legal compliance requirement needs while responding to the ever increasing demand for training and professional development offerings that are cost effective. Most recently, Case Management and any staff who were interested were offered onsite trainings by a partner provider in Trauma Informed Care and Cognitive Behavioral Therapy. Goodwill also has many mandatory annual trainings to ensure safety of staff and clients as well as excellence in service delivery. While many annual required trainings are position specific, some are required for all staff including fire safety, HIPAA, , Customer Service, Diversity Training, Crisis intervention and CPR, to name a few.

d. Your organization's plan for staff performance management

Goodwill staff person performance management is tied to both the high standard workplace culture as well as an employees "essential functions and responsibilities" related to his/her job description. All

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Goodwill employees are evaluated at both 6 and 12 month annual intervals by their direct supervisors, at which time, performance, goals, deficits, and strengths are discussed and documented between the staff person and his/her supervisor on an annual evaluation form. Annual salary increases are tied to performance and merit. When deficits in staff performance occur, a performance improvement plan is established and monitored closely by the supervisor. In the event that the staff person does not show improvement by a designated period of time, he/she may continue on a last chance agreement or may be terminated depending upon the nature of the deficits. Goodwill staff may also be terminated immediately for any violation of Goodwill Code of Ethics, contract violation or inappropriate behavior.

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

All of Goodwill’s Supportive Housing programs have been inputting data into HMIS since the inception of each housing program (or the inception of HMIS). All housing staff, who are responsible for inputting data into HMIS, are required to complete DHS’ formal training prior to being able to access and/or enter data into the HMIS system. To date, the Director, Program Coordinators, Service Coordinators, and the Admissions and Program Services Representative all have access and enter data in to HMIS.

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

HMIS referrals will be managed by the Program Coordinator. As vacancies occur the Program Coordinator will follow the policies, as outlined by Allegheny County’s DHS HUD office, on requesting and following up with client referrals. As clients are accepted into our housing programs they will be assigned a Service Coordinator. Each Service Coordinator will be responsible for entering their clients’ data and managing that data in HMIS within the required time frames.

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

The Program Coordinator will reconcile all HMIS data with information reported in weekly disposition meetings, client files and monthly program reports on a monthly basis. If corrections are needed, the appropriate Service Coordinators will be notified to make identified changes. When necessary, the HMIS Service Desk will be notified directly of any corrections that need to be made by their team. The Program Coordinator will monitor data to ensure corrections are made in a timely fashion. The Department’s Director will also perform periodic audits of HMIS data to further ensure high quality data management.

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"/>

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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"/>

Housing First Narrative: Following a Housing First model, Goodwill's Supportive Housing programs will operate under the auspices that all individuals being referred to our housing programs are "housing ready". Our approach will be to connect individuals with safe, affordable, permanent housing in their preferred geographical areas as quickly as possible, without presenting unnecessary barriers to entry into housing such as required clean time, treatment and/or service participation. Supportive services will be offered once an individual is housed. The level of supportive services will be provided on a case-by case basis, as well as being client driven, in order to assist in maintaining housing stability and to prevent a return to homelessness.

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

One of Goodwill's significant strengths as a very large and diverse workforce development organization is its ability and capacity to leverage significant funding sources and partnerships that enable our supportive housing participants to attain robust and comprehensive services. With "eliminating barriers to work and self-sufficiency" being a consistent and central focus of its mission, Goodwill utilizes a holistic approach to assisting individuals in achieving economic stability and other life outcomes. Our service philosophy stems from our belief that "meaningful work" contributes so greatly to an individual's well-being that it can have a powerful impact upon strengthening families and communities where future generations can thrive. By identifying needs and connecting participants to housing and supportive services as a first step toward stabilization, Goodwill utilizes hundreds of partnerships and leveraged services through other funding streams and organizations to facilitate many services such as mental and physical health, child care, transportation and basic life needs such as food, clothing and household goods. Goodwill then focuses on assisting individuals in attaining employment and/or training that will contribute to their stabilization and ability to maintain permanent housing once stabilized. Most notable, for the proposed service sub-population (ex-offenders) is Goodwill's ability to leverage services through its Reentry Department. The Department is one of the largest Reentry services providers in the region for the Allegheny County Jail Collaborative. Also, each year, and for each housing program, Goodwill attains MOU's from partnership organizations that provide leveraged

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services that amount to 200% of the funding level and has consistently provided these leveraged resources to participants since our housing programs' inception

- 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).**

Please See attached 3rd party Audit, which indicates financial stability and fidelity.

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C. Rapid Re-Housing (RRH) Program (65 points).

1. HARBOR -2-RRH (Helping Alleviate Reentry Barriers to Offender Reintegration)

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

Goodwill proposes to transition its existing transitional supportive housing program, HARBOR, to facilitate a Rapid Re-Housing (RRH) program model that consists of 45 one-bedroom scattered site apartments located throughout Allegheny County. The program will continue to serve the same subpopulation, single ex-offenders (male or female) who are homeless. The program can serve 45 individuals at any point in time and offers several services including, but not limited to: Case Management, housing counseling, referrals to specialized services (M/H, D/A, D/V, HIV/AIDS counseling), veteran services, legal services, education, job training and paid work experience, placement, employment retention services, life skills, as well as Rapid Re- housing services. The current HARBOR program has operated since 2011 and has demonstrated significant success due to its effective Case Management philosophy that involves referrals and coordination of services specific to offender populations as well as maintained contact with each client's service providers. Case Management services instill the value of independence that begins with each participant's learning of how to access community services that are available not only throughout the clients' program participation, but following their exit from program. The proposed HARBOR-2 RRH program will tailor service delivery specifically to meet the individual client's needs with the "lightest touch" initially and an emphasis on supporting a rapid transition to independence as soon as the client demonstrates the ability to maintain permanent housing in the absence of program support. While the program model will be structured to permit program participation for a maximum of a targeted 12 months for the client to achieve outcomes associated with RRH, the project goal is to provide sufficient support to enable clients to exit within 6-9 months, in order to provide support to an increased number of clients. In order to facilitate this process the project plans to implement a Progressive Engagement model (an emerging best practice), by offering a fairly basic level of assistance across the board initially, and adding more if needed to help each household reach stability. Reassessments will be conducted at a minimum of 3 month intervals, to determine the ongoing level of assistance needed and to determine readiness to exit the program. The following areas will be assessed to determine the levels of assistance needed for each client on a case by case basis: income, housing options, employment status, rent to income ratio, and support systems, and progress toward goals (at reassessment).

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.

Goodwill currently operates a transitional housing program for this same subpopulation (homeless single ex-offenders), HARBOR Housing. This program will be winding down during the latter part of 2017, preparing to end on 11/30/17. That same program staff, Director, Program Coordinator, Rental Advocate, and Service Coordinators, can seamlessly transition over to operating the HARBOR-2 RRH program during this time. Once a contract has been executed and a start date has been established, the Rental Advocate will initiate conversations with our local partnering property managers to determine availability of affordable single units. Goodwill's Supportive Housing department currently works closely with approximately 8-10 property managers, representing 100s of housing units located throughout

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Allegheny County. During this time the Director of Supportive Housing and the Program Coordinator will initiate contact with the HMIS administrators to identify referrals for our RRH program and start the enrollment and intake process as outlined above. We are confident that HARBOR-2 would be able to secure housing and place 2-4 individuals per week in appropriate units reaching full occupancy within 5 months of the initiation of a contract.

- 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	<input type="checkbox"/>	Domestic Violence	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	Substance Abuse	<input type="checkbox"/>
Youth under 25	<input type="checkbox"/>	Mental Illness	<input type="checkbox"/>
Families with children	<input type="checkbox"/>	HIV/AIDS	<input type="checkbox"/>
Other: Specify – single ex-offenders			

RRH SUBPOPULATION: In 2011 the HARBOR Housing program was started due to identification by the County as an area of need to serve homeless offenders. Due to Goodwill’s extensive experience in serving offenders, Goodwill was selected (through a competitive process) to facilitate Transitional Housing for offenders and ex-offenders. Many of these individuals had no housing options and were unable to obtain leases in their names due to their criminal backgrounds. Additionally, they had difficulty securing employment for the same reason, in addition to having a poor or no work history, and dealing with issues with mental health and substance abuse. Goodwill’s HARBOR program was able to successfully house these individuals (many of whom took over their leases), assist them with obtaining and maintaining employment and facilitate addressing barriers to achieving self-sufficiency. During the 5 years HARBOR has been operating, there has been a waiting list for placement in our housing program the majority of the time.

- 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 #	Enter #	Enter #	Enter #
Chronically Homeless Veterans	Enter #	Enter #	Enter #	Enter #

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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	Enter #	Enter #	Enter #	Enter #
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	5	Enter #	5
Chronic Substance Abuse	10	5	15
People with HIV/AIDS	Enter #	Enter #	Enter #
People with Severe Mentally Illness	10	5	15
Victims of Domestic Violence	Enter #	Enter #	Enter #
People with a Physical Disability	Enter #	Enter #	Enter #
People with a Developmental Disability	3	2	5
People not represented by listed subpopulations	5	Enter #	5

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	Non- Chronically
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			Homeless Beds	Homeless Beds
Scattered site	45	45	5	40

Households	Households with at least one adult and one child	Adult households without children	Households with only children	Total
Total number of households	Enter #	45	Enter #	45

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 #	33	Enter #	33
Adults over age 18-24	Enter #	12	Enter #	12
Accompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Unaccompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Total Persons	Enter #	45	Enter #	45

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

Goodwill has operated the HARBOR transitional housing program, the Goodwill Center Alternative housing, and multiple programs within the Community Reintegration department, all having worked with this target population for many years. While all programs have experience assisting the ex-offender population with securing housing in various capacities, HARBOR specifically focused on achieving long-term employment and housing stability beyond enrollment in the program and has met or exceeded all program outcomes and objectives since program inception.

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

As a long time housing provider, one of the first steps in determining the needs of the client is through a thorough assessment of strengths and needs combined with the ability of staff to assist the client in identifying these attributes that may not be obvious to the client. Regardless of the primary reason for homelessness such as an individual lost his/her job or has an undiagnosed disability or mental health issue, getting to know the client and developing a mutually trusting relationship helps staff to determine barriers to independence that clients may not recognize themselves. Assisting a client with identifying all barriers that have contributed to their homelessness is a step toward helping them develop a plan to work toward mitigating all the conditions that led to their homelessness. The HARBOR-2 staff work as a team to assist in coordinating services to address each and every barrier to independence that an

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individual is encountering that has resulted in homelessness. HARBOR Staff also have expertise in working with offender populations and some of the unique barriers they face in having criminal records. A thorough assessment conducted by the Service Coordinators (SC) in all life areas to include mental and physical health; family situation and supports, education/skills/employment; legal issues, and basic life needs such as food, clothing, and even possession of a valid ID are all areas addressed during the initial assessment phase. The SC and client work together to develop a plan that will help the client to identify and work toward goal attainment. The Program staff also establishes individual and group (when applicable) interventions to address identified deficit areas. The SC works with the client on a weekly basis initially to prioritize goals and connect the client to supports and services both through Goodwill and other providers that will help clients work through barriers and to develop skills and supports that will assist them in attaining their goals. Because the program staff have frequent contact with the client initially, the staff is able to closely monitor the progress of the client to determine their level of need. Staff will also be able to identify setbacks and/or progress in order to upgrade or downgrade interventions as appropriate when or if they occur. Because the project seeks for clients to graduate to a status of independence prior to 12 months, formal reevaluation of client needs and their service plans will occur on a minimum of three months intervals or when the client is demonstrating significant self-determination and independence.

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

Goodwill's Supportive Housing Rental Advocate will work to identify scattered site apartments that are accessible, reasonable, safe and well suited to the needs of the client. Up-front considerations include affordability of the unit with regard to the client's work history and likeliness that the client will be able to sustain rent once independence from assistance is attained; as well as accessibility to supportive services, transportation, and safety. Staff will also consider FMR and determine rent reasonableness, rental value within a specified area, according to established HUD guidelines. The rental advocate will determine rent reasonableness by comparing rental properties having the same or similar amenities advertised online and in news print, taking into consideration differences in utilities, utilizing the rent reasonableness checklist and certification. As a current housing provider of various populations, Goodwill staff have extensive experience in working to find appropriate units and develop relationships with landlords that are experienced with diverse and disadvantaged renters and who are willing to work closely with staff to mitigate any potential barriers to successful transition to housing stability.

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

As a long-time transitional housing provider, Goodwill seeks landlords who are understanding and experienced with diverse populations and willing to work within the project parameters. Being upfront with landlords from the outset is critical to their "buy-in" of the project. Being available and responsive when client issues arise, as Goodwill has been, are also critical elements to developing successful relationships with landlords. An additional element the Supportive Housing Department has implemented to help in decreasing landlord-tenant issues and to facilitate trusting relationships with landlords has been to provide Good Tenant workshops across all of our housing programs. Landlords have been consulted to provide their input for these workshops regarding characteristics of a successful tenant, which also serves to increase the trust and willingness to provide housing options to Goodwill

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and our clients. Goodwill also works very closely with other homeless providers throughout the continuum to coordinate services that are not offered by Goodwill as well as to consult when needed.

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

As aforementioned, program staff work closely with the client during the assessment period to determine suitability to the clients living situation to include proximity and accessibility to supportive services, employment, and support networks. Staff follow habitability standards when conducting a thorough inspection of the units prior to move in as well during clients stay. Finally, very careful consideration is made with regard to client preferences and accessibility to transportation.

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

Significant experience locating scattered site, affordable units has enabled Goodwill to establish relationships with landlords all over the county. While the project does anticipate some greater challenges in attaining units in the client’s name and particularly offenders, it will work to accommodate client needs with regard to location within the county and willingness of landlords who are amenable to client leases. Traditionally within our supportive housing programs, Goodwill has demonstrated the ability to secure units throughout the county, but due to parameters defined in the RRH model, it anticipates a greater level of difficulty. As such, Goodwill has included an additional position of Rental Advocate to its Supportive Housing team. Included in the primary responsibilities of this team member, is to develop relationships with landlords throughout the county to increase potential housing stock and to be able to offer appropriate housing options to clients in their preferred areas across the county.

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 a large workforce development and supportive service agency with an annual operating budget of over \$50,000,000 and annual service numbers ranging from 50 -70 thousand individuals, Goodwill has developed significant expertise in forming strategic partnerships that enable our clients to access a broad range of leveraged services and supports through a multitude of funding streams, community organizations, government entities, educational institutions, physical and mental health providers, income support providers and employers. A unique feature of Goodwill as a supportive housing provider is the size and scope of its services, which enables us the capacity to offer a multitude of leveraged services in house as well as through our many partnerships.

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	Monthly
Assistance with Moving Costs	Your organization	As needed

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Case Management	Your organization	Bi-weekly
Child Care	Choose an item.	Choose an item.
Education Services	Your organization	As needed
Employment Assistance & Job Training	Your organization	As needed
Food	Your organization	Annually
Housing Search & Counseling Services	Your organization	As needed
Legal Services	A partner agency	As needed
Life Skills Training	Your organization	As needed
Mental Health	A partner agency	As needed
Outpatient Health Services	A partner agency	As needed
Outreach Services	Your organization	As needed
Substance Abuse Treatment	A partner agency	As needed
Transportation	A partner agency	As needed
Utility Deposits	Your organization	As needed

The HARBOR-2 program will have dedicated Service Coordinators who will be responsible for assessing, providing and/or coordinating needed client services. The Service Coordinator will conduct an assessment of service needs in collaboration with Rental Advocate and the client upon entry into program. The SC will reassess clients' needs and progress on a weekly basis initially, decreasing to a monthly basis on a case by case basis. The SC will also provide Case Management services on a weekly basis until the client is stable in their housing unit, and their immediate basic life needs are met at which time these services will be decreased incrementally on a case by case basis depending on need. Ongoing life skills and good tenant training, housing search and counseling will also be provided by the Program and Service Coordinators, while education, employment assistance and job training will be coordinated with other interagency programs as the need is identified or requested by client. The Service Coordinator will make appropriate referrals to our partnering and other non-partner agencies to address additional identified client needs such as mental and physical health, substance abuse and outreach services for which MOU's are already in place and referral protocols have been established. While these services are not provided through a subcontract, they are provided as leveraged services. In addition, moving and establishing a home can prove to be monumental barriers to overcome, the program will provide one-time assistance per client upon initial move-in if needed to defray those costs including: costs associated with moving, furniture, and food (until client can be linked to food banks/pantries located in their area, and/or obtain food stamps).

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

Program staff work closely with clients to identify and address barriers to housing stability. Good tenant workshops are conducted regularly in order to educate and increase clients' understanding of the characteristics landlords find vital to entering into and maintaining a lease for permanent housing. Additionally, staff work diligently to establish positive relationships with local landlords by providing assistance in addressing landlord-tenant issues in order to maintain (or increase) safe and affordable housing for our clients. Client files are maintained and updated weekly, and monthly reports are

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completed tracking clients' housing status. Housing data is also entered and updated in HMIS for tracking purposes.

b. Maintaining or increasing income

Client income is assessed upon entry into the program. If a client has no income, they will be referred to Goodwill's Financial Opportunity Center (FOC) or the Ticket to Work program to determine eligibility for financial assistance and to assist with the application process. If competitive employment is identified as the client's goal for obtaining an income, the Service Coordinator will collaborate with Goodwill's job readiness and employment services for additional assistance in order to obtain employment. Goodwill operates a CareerLink Affiliate and clients will be registered into the system and have access to all employment related workshops and assisting offenders in securing employment has been a significant strength of Goodwill due to its extensive experience in serving this population. Goodwill is contracted with the Allegheny County Jail Collaborative to assist over 350 offenders per year in obtaining and retaining employment. Client files are maintained and updated weekly and monthly reports are completed tracking clients' income status. Income data is also entered and updated in HMIS for tracking purposes.

c. Maintaining or increasing non-cash benefits

Clients' basic life needs (food, medical coverage, etc) are assessed as part of the enrollment process and addressed in their Individualized Service Plans. Reassessment of these needs happens on a regular basis throughout their enrollment in the program. The Service Coordinator assists clients with identifying benefit programs that can address these needs, determining eligibility, and assisting with the application process. Client files are maintained and updated weekly and monthly reports are completed tracking clients' income status. Data related to non-cash benefits is also entered and updated in HMIS for tracking purposes.

d. Obtaining employment

Obtaining competitive employment and/or career advancement is typically an identified goal for this population, as offenders often have difficulty securing living wage employment. The Service Coordinator will collaborate with Goodwill's job readiness and employment services and Community Reintegration department for additional assistance in order to obtain employment. **Goodwill operates a CareerLink Affiliate and clients will be registered into the system and have access to all employment related workshops.** Additional Goodwill resources available for assistance with securing employment include Employer Engagement liaisons linking local employers with qualified job seekers, also providing employment opportunities posted throughout the region on a weekly basis. Goodwill has multiple relationships with a host of employers that are willing and eager to hire ex-offenders to assist in combatting recidivism, and some of our programs provide Paid Work Experience for those who have limited work experience and need to build skills prior to placement in competitive employment. Work Services provides Goodwill clients with a time-limited, transitional work experience opportunity that supports eventual transition to competitive employment. Client files are maintained and updated weekly, program monthly reports are compiled tracking clients' employment status and job placement data is submitted to Goodwill's Quality Assurance Department for tracking. Income data is also entered and updated in HMIS for tracking purposes. Monthly reconciliations across all data tracking methods are completed by the Program Coordinator monthly.

e. Returning to homelessness in six and 12 months

Service Coordinators will provide follow-up to participants exiting the program by maintaining monthly contact for up to 12 months after program exit in order to track and document housing status at 6 and 12 month intervals, and potentially thwart any issues that could result in return to homelessness.

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Goodwill has experience in tracking program participants within many programs post program exit, for many of Goodwill's job placement programs must track job retention at 6 and 12 month intervals. The preferred method of contact post program exit is by phone or in person, but in some cases when clients are unreachable, Goodwill has provided follow-up by mail or by contacting friends or family who are listed as contacts on case notes and files. Goodwill will work with the county to determine processes and procedures relative to monitoring individuals' return to homelessness also through HMIS and/or other data tracked through the County's Coordinated Entry Unit when possible.

f. Utilizing supportive services

A thorough strengths and needs assessment will be completed with each client to determine issues and barriers they are experiencing related to obtaining housing stability and securing employment. Program staff will make every effort to engage and to develop a trusting therapeutic relationship with all clients. It is by way of this relationship that staff will facilitate access and encourage participation with identified supportive services through both Goodwill and partner agencies. Utilizing and providing consistent follow up regarding utilization of supportive services is integral to program success. All referrals to supportive services are documented in client files and clients' follow up and ongoing access to these services is tracked.

RRH Program			
Housing Measures			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants remaining in permanent housing	38	45	85%
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	35	45	76%
Participants maintaining or increasing their non-cash benefits at the end of the operating year	35	45	76%
Participants obtaining employment	25	45	56%
Participants returning to homelessness in six and 12 months	43 (6 months) 41 (12 months)	45	95% 91%
Participants utilizing supportive services	40	45	89%

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 obtain or maintain health care.
Participants will participate in life skills and/or good tenant training.

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants will obtain or maintain health care by end of operating year.	40	45	89%
Data source and data collection method: Verification by staff of documented health coverage (medical card or letter)			

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Specific data elements and formula proposed for calculating results: # of clients receiving medical benefits / universe #
Rationale for why the proposed measure is an appropriate indicator of performance: Increased healthcare for increased overall health and quality of life

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants will participate in life skills and/or good tenant training by the end of the operating year	43	45	89
Data source and data collection method: Trainings will be offered by Goodwill Supportive Housing staff. Participation in trainings will be documented in client files and entered into monthly program reports.			
Specific data elements and formula proposed for calculating results: # of clients completing training / universe #			
Rationale for why the proposed measure is an appropriate indicator of performance: Participating in Life Skills and Good Tenant workshops will facilitate increased independence and housing stability, improved quality of life and prevent reentry into homelessness.			

11. Describe your organization’s plan for managing referrals and securing housing for RRH Program Participants. Fill out the chart below.

HARBOR-2 will access client referrals through HMIS in the order they are received. The Program Coordinator will meet with potential clients to verify that they meet minimal eligibility requirements (homeless and is an ex-offender). Upon verification of eligibility, the clients will be enrolled into the program and will be scheduled to meet with the Rental Advocate (RA) and Service Coordinator (SC). The RA will collaborate with the client to determine client’s preference of location for housing. If there is no availability in the preferred location, the client will be provided the options of an alternate location where they may be housed more immediately, or the RA will work to obtain appropriate housing in the preferred location. Once fair market rate and rent reasonableness has been confirmed, Goodwill will then enter into a lease agreement that has been approved by their legal department and approved by insurance brokers.

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

12. 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.

Goodwill has demonstrated ability and capacity through its multiple housing programs funded through County HUD allocations to manage and utilize federal funds as well as effectively provide match and

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leveraged services required to carry out our programs' defined scope of services. Goodwill's housing programs have consistently been ranked well over the years and have performed consistently by meeting benchmarks with regard to bed utilization, meeting or exceeding performance outcomes and operating within contractual funding, time limitations and specifications within each contract without ever incurring any significant monitoring or audit negative findings. Furthermore, Goodwill has consistently and effectively managed and implemented any changes and modifications to its programs to facilitate any new HUD guidelines and/or County priorities related to program models.

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

Budget Narrative: HARBOR-2 RRH

Rental Assistance: Short – medium rental assistance will be provided for 45 HARBOR-2 clients at any given point in time in scattered site one-bedroom apartments. Fair Market Rent for a one- bedroom apartment is \$657.00 per month, which includes utility costs. Based on the FMR calculation, the amount budgeted for 45 units for 12 months is \$354,780. Under the RRH model, even though the maximum allotted time frame in program is 12 months, our goal is to move clients to independence, exiting the program on average within 6-9 months. This would allow the rental assistance budget to serve an average of 90 individuals during the course of the operating year.

Personnel: Ex-offenders encounter far greater barriers to obtaining adequate housing and employment that provides a livable wage than individuals without a criminal record. In order to adequately assist these individuals to successfully overcome these barriers a high level of service coordination is required. Additionally, a rental advocate will assist with identifying and securing safe affordable housing, while facilitating housing permanency by acting as a liaison when tenant/landlord issues arise. The amount budgeted for 2 FTE Service Coordinators (\$109,251) reflects 100% of their full-time annual salary including benefits. The amount budgeted for a Rental Advocate (\$12,000) reflects approximately 25% of their full-time annual salary including benefits. Additional Service Coordination and an additional portion of the Rental Advocate salaries will be included in Match. Project supervision including Project Director will be included in Match. Through collaborations with local Occupational Therapy and Social Work programs, additional client services will be provided at no additional costs.

Outreach Services (Staff cell phones and mileage): \$3,250 With services being primarily community-based and the majority of clients now using cell phones as their primary means of communication (for calls and/or text messaging), it is vital for staff to have cell phones for communicating with clients. Goodwill's agency assigned cell phones with data plans currently cost approximately \$55/month. With 2 staff being assigned to this program at 100% time each, it is reasonable to allocate 100% of their cell phone costs to this budget. The amount budgeted = \$55/month*12 months*2 staff phones = \$1,320. An additional \$1,930 is being budgeted for staff mileage reimbursement based on the previous year's expenses. Staff travel expenses averaged \$50 per month, specifically for providing client services. In addition to the 2 Service Coordinators, .67 of the 3rd Service Coordinator's and .65 of the Rental Advocate's client travel expenses are being included here aligning with their efforts in this project.

Utility Deposits: With the RRH model, leases as well as utilities must be in the client's name. Due to lost or decreased income, many of the individuals we serve have bad credit or have arrearages with utility companies requiring a deposit before utilities can be placed in their name. For this reason, often it is

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critical to assist with utility deposits in order to increase housing stability. We are including \$2,500 in this budget in order to provide an average of \$250 to 10 individuals facing this barrier.

14. 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"/>
Operations	<input type="checkbox"/>
HMIS	<input type="checkbox"/>

RRH Program			
Rental Assistance Budget			
Total request for grant term			\$354,780
Total units			45
Type of rental assistance	FMR Area	Total Units Requested	Total Request
TRA	Allegheny County	45	\$354,780

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: Metropolitan

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	45	X	\$657	X	12	= \$354,780
2 bedroom	Enter #	X	Enter \$	X	Enter #	= Enter \$
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 \$

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Total	Enter #	X	Enter \$	X	Enter #	=	Enter \$
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RRH Program		
Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	2 FTE Service Coordinators	\$109,250
Assistance with Moving Costs	Click here to enter text.	Enter \$
Case Management	Click here to enter text.	Enter \$
Child Care	Click here to enter text.	Enter \$
Educational Services	Click here to enter text.	Enter \$
Employment Assistance	Click here to enter text.	Enter \$
Food	Click here to enter text.	Enter \$
Housing/Counseling Services	.25 FTE Rental Advocate	\$12,000
Legal Services	Click here to enter text.	Enter \$
Life Skills	Click here to enter text.	Enter \$
Mental Health Services	Click here to enter text.	Enter \$
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	Staff cell phones and mileage	\$3,250
Substance Abuse Treatment Services	Click here to enter text.	Enter \$
Transportation	Click here to enter text.	Enter \$
Utility Deposits	\$250 x 10 clients	\$2,500
Operating Costs	Click here to enter text.	Enter \$
Total Services Requested		\$127,000

RRH Program	
Summary for Match	
Total Value of Cash Commitments	\$20,000
Total Value of In-Kind Commitments	\$108,876
Total Value of All Commitments	\$128,876

RRH Program					
Summary for Leverage					
Total Value of Cash Commitments		Enter \$			
Total Value of In-Kind Commitments		\$1,043,050			
Total Value of All Commitments		\$1,043,050			
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments
Leverage	In-Kind	Government	Goodwill of SWPA	6/2016	\$575,450
Leverage	In-Kind	Government	Pyramid Healthcare	10/2015	\$75,600
Leverage	In-Kind	Private	Off The Floor	10/2015	\$40,000

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Leverage	In-Kind	Government	Greater Pittsburgh Food Bank	10/2015	207,000
Leverage	In-Kind	Government	Mercy Behavioral Health	10/2015	\$89,000
Leverage	In-Kind	Government	Office of Vocational Rehabilitation	10/2015	56,000

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	354,780	12 months	354,780
4. Supportive Services	127,000	12 months	127,000
5. Operating	Enter \$	Enter Time	Enter \$
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			481,780
8. Admin (up to 7%)			33,725
9. Total Assistance Plus Admin Requested			515,505
10. Cash Match			20,000
11. In-Kind Match			\$108,876
12. Total Match			\$128,876
13. Total Budget			\$644,381

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C. Rapid Re-Housing (RRH) Program

1. Provide a unique Program name: GoodStart-2

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

Goodwill is proposing to implement a Rapid Re-Housing (RRH) program that consists of 15-scattered site, two to three-bedroom units located throughout Allegheny County to replace its Healthy Start House Transitional Housing program targeting the same population: homeless single parents and families with children. The program can serve 15 families at any point in time and offers a multitude of services including, but not limited to: Case Management, referrals to specialized services (M/H, D/A, D/V, HIV/AIDS counseling), family reunification, veteran services, legal services, work experience, education, training, placement, employment retention services, life and parenting skills as well as Rapid Re-housing services. The Case Management philosophy involves a thorough strengths and needs assessments, referrals and coordination of services, as well as maintaining collaboration with each family's set of service providers. While the program model will be structured to permit program participation for a maximum of a targeted 12 months for the client to achieve outcomes associated with RRH, the project goal is to provide sufficient support to enable families to exit within 6-9 months, in order to provide support to an increased number of families. Our goal is to serve up to 30 families overall over the course of the operating year. In order to facilitate this process the project plans to implement a Progressive Engagement model (an emerging best practice) by offering a fairly basic level of assistance to all families initially, increasing that level of support as needed to help each household reach stability. Reassessments will be conducted at a minimum of 3 month intervals to determine the ongoing level of assistance needed and to determine readiness to exit the program on a case by case basis. The following areas will be reassessed: income, housing options, employment status, rent to income ratio, and support systems, and progress toward goals.

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 mentioned above, Goodwill currently operates a transitional housing program for a similar subpopulation (homeless single parents/families with children). As this program winds down during the latter part of 2017, and preparing to end on 11/30/17, the staff can seamlessly transition to operating the GoodStart-2) RRH program during this time. Once a contract has been executed and a start date has been established, the Rental Advocate will initiate conversations with our local partnering property managers to determine availability of affordable single units. Goodwill's Supportive Housing currently works closely with approximately 8-10 property managers, representing 100s of housing units located throughout Allegheny County. During this time the Director of Supportive Housing and the GoodStart-2 Program Coordinator will initiate contact with the HMIS administrators to identify referrals for our RRH program and start the enrollment and intake process as outlined above.

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.

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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 type="checkbox"/>	Mental Illness	<input type="checkbox"/>
Families with children	<input checked="" type="checkbox"/>	HIV/AIDS	<input type="checkbox"/>
Other: Specify – Click here to enter text.			

Click here to enter text.

- 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	1	Enter #	Enter #	1
Chronically Homeless Veterans	Enter #	Enter #	Enter #	Enter #
Non-Chronically Homeless Veterans	Enter #	Enter #	Enter #	Enter #
Chronic Substance Abuse	2	Enter #	Enter #	2
People with HIV/AIDS	Enter #	Enter #	Enter #	Enter #
People with Severe Mentally Illness	2	1	Enter #	3
Victims of Domestic Violence	3	1	Enter #	4
People with a Physical Disability	Enter #	Enter #	1	1
People with a Developmental Disability	1	Enter #	5	6
People not represented by listed subpopulations	3	1	14	18

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 Mentally Illness	Enter #	Enter #	Enter #

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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 #

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
Scattered site	15	35	3	32

Households	Households with at least one adult and one child	Adult households without children	Households with only children	Total
Total number of households	15	0	0	15

Characteristics	Persons in households with at least one	Adult persons in households without	Persons in households with only children	Total

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	adult and one child	children		
Adults over age 24	12		Enter #	12
Adults over age 18-24	3		Enter #	3
Accompanied children under age 18	20	Enter #	Enter #	20
Unaccompanied children under age 18	Enter #	Enter #	Enter #	Enter #
Total Persons	35		Enter #	35

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

Goodwill has operated numerous Transitional housing programs for a number of years including HEART House in 1991 and Healthy Start House in 2012, which have served single parents/families with children. Experience includes providing resources and supports to all family members including the children, so as to contribute to the entire families’ stabilization. The former HEART House scattered site transitional housing program, had met or exceeded all transitional housing goals associated with the program resulting in 100% of all HEART House Consumers exiting to HUD-defined permanent housing option; 100% increasing income from all sources; 80% becoming employed during the program APR reporting period. While Goodwill has not operated a RRH program to date, we have been awarded a contract to serve the same target population under a RRH model to start imminently. In preparation for operating under the RRH model, the Supportive Housing Director has attended national conferences on Housing First and RRH, disseminating this critical information across the Supportive Housing staff. Program staff have also been attending trainings with other local housing providers who have successfully operated RRH programs for many years.

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

GoodStart-2 RRH clients will be served without regard to previous criminal history, clean time, employment, credit worthiness, or other barriers in a “housing first” model. Goodwill is proposing to connect referrals made through DHS’s Coordinated Intake to appropriate GoodStart-2 housing placements, and will utilize DHS findings from the Vulnerability Index- Service Prioritization Decision Assistance Tool (VI-SPDAT) as a means to contribute to the RRH clients’ service plan and goals. As a long time housing provider, one of the first steps in determining the needs of the client is through a thorough assessment of strengths and needs combined with the ability of staff to assist the client in identifying these attributes that may not be obvious to the client. Regardless of the primary reason for homelessness getting to know the client and developing a mutually trusting relationship helps staff to determine barriers to independence that clients may not recognize themselves. Assisting a client with identifying all barriers that have contributed to their homelessness is a step toward helping them develop a plan to work toward mitigating all the conditions that led to their homelessness. The GoodStart-2 staff work as a team to assist in coordinating services. The needs assessment will be conducted by the Service Coordinators (SC) in all life areas to include mental and physical health; family and child supports, education/skills/employment; legal issues, and basic life needs such as food, clothing, and even possession of a valid ID are all areas addressed during the initial assessment phase. The SC and client work together to develop a plan that will help the client to identify and work toward goal attainment. The SC works with the client to connect the client to supports and services both

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through Goodwill and other providers that will help clients work through barriers and to develop skills and supports that will assist them in attaining their goals. Because the program staff have frequent contact with the client initially, the staff is able to closely monitor the progress of the client to determine their level of need. Staff will also be able to identify setbacks and/or progress in order to upgrade or downgrade intervention as appropriate. The project seeks for clients to attain a status of independence prior to 12 months, so formal reevaluation of needs and occur on a minimum of three months intervals or when the client is demonstrating significant self-determination and independence.

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

Goodwill's Supportive Housing Rental Advocate will work to identify scattered site apartments that are accessible, reasonable, safe and well suited to the needs of the client. Up-front considerations include affordability of the unit with regard to the client's income and likelihood that the client will be able to sustain rent once independence from assistance is attained; as well as accessibility to supportive services, transportation, and safety. Staff will also consider FMR and determine rent reasonableness, rental value within a specified area, according to established HUD guidelines. The rental advocate will determine rent reasonableness by comparing rental properties having the same or similar amenities advertised online and in news print, taking into consideration differences in utilities, utilizing the rent reasonableness checklist and certification.

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

As a long-time transitional housing provider, Goodwill seeks landlords who are understanding and experienced with diverse populations and willing to work within the project parameters. Being upfront with landlords from the outset is critical to their "buy-in" of the project. Being available and responsive when client issues arise, are also critical elements to developing successful relationships with landlords. An element the Supportive Housing Department has implemented to help in decreasing landlord-tenant issues and to facilitate trusting relationships with landlords has been to provide Good Tenant workshops across all of our housing programs. Landlords have been consulted to provide their input for these workshops regarding characteristics of a successful tenant, which also serves to increase the trust and willingness to provide housing options to Goodwill and our clients. Goodwill also works very closely with other homeless providers through the continuum to coordinate services not offered by Goodwill..

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

As aforementioned, program staff work closely with the client during the assessment period to determine suitability to the clients living situation to include proximity and accessibility to supportive services, employment, and support networks. Staff follow habitability standards when conducting a thorough inspection of the units prior to move in as well during clients stay. Finally, very careful consideration is made with regard to client preferences and accessibility to transportation.

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

Significant experience locating scattered site, affordable units has enabled Goodwill to establish relationships with landlords all over the county. While the project does anticipate some greater challenges in attaining units in the client's name, it will work to accommodate client needs with regard to location within the county. Traditionally within our supportive housing programs, Goodwill has demonstrated the ability to secure units throughout the county and has included an additional position of Rental Advocate with primary responsibilities to develop relationships with landlords throughout the

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county to increase potential housing stock and to be able to offer appropriate housing options to clients in their preferred areas across the county.

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 a large workforce development and supportive service agency with an annual operating budget of over \$50,000,000 and annual service numbers ranging from 50 -70 thousand individuals, Goodwill has developed significant expertise in forming strategic partnerships that enable our clients to access a broad range of leveraged services and supports through a multitude of funding streams, community organizations, government entities, educational institutions, physical and mental health providers, income support providers and employers. A unique feature of Goodwill as a supportive housing provider is the size and scope of its services, which enables us the capacity to offer a multitude of leveraged services in house as well as through our many partnerships.

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

The GoodStart program will have dedicated Service Coordinators who will be responsible for assessing, providing and/or coordinating needed client services. The Service Coordinator will conduct an assessment of service needs in collaboration with Rental Advocate and the client upon entry into program. The SC will reassess clients’ needs and progress on a weekly basis initially, decreasing to a monthly basis on a case by case basis. The SC will also provide Case Management services on a weekly basis until the client is stable in their housing unit, and their immediate basic life needs are met at which time these services will be decreased incrementally on a case by case basis depending on need. Ongoing

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life skills and good tenant training, housing search and counseling will also be provided by the Program and Service Coordinators, while education, employment assistance and job training will be coordinated with other interagency programs as the need is identified or requested by client. The Service Coordinator will make appropriate referrals to our partnering and other non-partner agencies to address additional identified client needs such as mental and physical health, substance abuse and outreach services.

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

Program staff work closely with clients to identify and address barriers to housing stability. Good tenant workshops are conducted regularly in order to educate and increase clients' understanding of the characteristics landlords find vital to entering into and maintaining a lease for permanent housing. Additionally, staff work diligently to establish positive relationships with local landlords by providing assistance in addressing landlord-tenant issues in order to maintain (or increase) safe and affordable housing for our clients. Client files are maintained and updated weekly, and monthly reports are completed tracking clients' housing status. Housing data is also entered and updated in HMIS for tracking purposes.

b. Maintaining or increasing income

Client income is assessed upon entry into the program. If a client has no income, they will be referred to Goodwill's Financial Opportunity Center (FOC) or the Ticket to Work program to determine eligibility for financial assistance and to assist with the application process. If competitive employment is identified as the client's goal for obtaining an income, the Service Coordinator will collaborate with Goodwill's job readiness and employment services for additional assistance in order to obtain employment. Goodwill operates a CareerLink Affiliate and clients will be registered into the system and have access to all employment related workshops. Client files are maintained and updated weekly and monthly reports are completed tracking clients' income status.

c. Maintaining or increasing non-cash benefits

Clients' basic life needs (food, medical coverage, etc) are assessed as part of the enrollment process and addressed in their Individualized Service Plans. Reassessment of these needs happens on a regular basis throughout their enrollment in the program. The Service Coordinator assists clients with identifying benefit programs that can address these needs, determining eligibility, and assisting with the application process. Client files are maintained and updated weekly and monthly reports are completed tracking clients' income status. Data related to non-cash benefits is also entered and updated in HMIS for tracking purposes.

d. Obtaining employment

If competitive employment is identified as the client's goal for securing an income, the Service Coordinator will collaborate with Goodwill's job readiness and employment services for additional assistance in order to obtain employment. Goodwill operates a CareerLink Affiliate and clients will be registered into the system and have access to all employment related workshops. Additional Goodwill resources available for assistance with securing employment include Employer Engagement liaisons linking local employers with qualified job seekers, also providing employment opportunities posted throughout the region on a weekly basis. Work Services provides Goodwill clients with a time-limited, transitional work experience opportunity that supports eventual transition to competitive employment. Client files are maintained and updated weekly, program monthly reports are compiled tracking clients' employment status and job placement data is submitted to Goodwill's Quality Assurance Department

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for tracking. Income data is also entered and updated in HMIS for tracking purposes. Monthly reconciliations across all data tracking methods are completed by the Program Coordinator monthly.

e. Returning to homelessness in six and 12 months

Once a client exits our program, program staff will follow up with the client via phone every 3 months for up to a year to determine their housing status. If it is determined that the clients housing might be in jeopardy, the program staff will provide appropriate referrals for additional assistance in order for the client to maintain their permanent housing. As this population's phone numbers change frequently, we will also follow up with landlords if client contact cannot be made. If the client has vacated that housing unit during that following year, program staff will contact Allegheny Link to determine if the client is on any homeless waiting lists and/or has utilized and homeless services. Client files will remain open electronically for 12 months after exit. All information received during the 12-month follow up time frame will be maintained in the electronic files.

f. Utilizing supportive services

A thorough strengths and needs assessment will be completed with each client to determine issues and barriers they are experiencing related to obtaining housing stability and securing employment. Program staff will make every effort to engage and to develop a trusting therapeutic relationship with all clients. It is by way of this relationship that staff will facilitate access and encourage participation with identified supportive services. All referrals to supportive services are documented in client files and clients' follow up and ongoing access to these services is tracked.

RRH Program			
Housing Measures			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants remaining in permanent housing	13	15	87%
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	12	15	80%
Participants maintaining or increasing their non-cash benefits at the end of the operating year	12	15	80%
Participants obtaining employment	5	15	33%
Participants returning to homelessness in six and 12 months	2 (6 months)	35	5%
	3 (12 months)		9%
Participants utilizing supportive services	30	35	86%

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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 obtain or maintain health care.
Participants will participate in life skills and/or good tenant training.

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants will obtain or maintain health care by end of operating year.	30	35	86%
Data source and data collection method: Verification by staff of documented health coverage (medical card or letter)			
Specific data elements and formula proposed for calculating results: # of clients receiving medical benefits / universe #			
Rationale for why the proposed measure is an appropriate indicator of performance: Increased healthcare for increased overall health and quality of life			

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants will participate in life skills and/or good tenant training by the end of the operating year	14	15	93%
Data source and data collection method: Trainings will be offered by Goodwill Supportive Housing staff. Participation in trainings will be documented in client files and entered into monthly program reports.			
Specific data elements and formula proposed for calculating results: # of clients completing training / universe #			
Rationale for why the proposed measure is an appropriate indicator of performance: Participating			

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in Life Skills and Good Tenant workshops will facilitate increased independence and housing stability, improved quality of life and prevent reentry into homelessness.

1. Describe your organization’s plan for managing referrals and securing housing for RRH Program Participants. Fill out the chart below.

GoodStart-2 will access client referrals through HMIS in the order they are received. The Program Coordinator will meet with potential clients to verify that they meet minimal eligibility requirements (homeless, having child or children under 18yo). Upon verification of eligibility, the clients will be enrolled into the program and will be scheduled to meet with the Rental Advocate (RA) and Service Coordinator (SC). The RA will collaborate with the client to determine client’s preference of location for housing. If there is no availability in the preferred location, the client will be provided the options of an alternate location where they may be housed more immediately, or the RA will work to obtain appropriate housing in the preferred location.

RRH Program	
Enter the percentage of Participants that will be coming from each of the following locations	
50	Directly from the street or other locations not meant for human habitation
50	Directly from emergency shelters
	Directly from safe havens
Enter %	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.

Goodwill has demonstrated ability and capacity through its multiple housing programs funded through County HUD allocations to manage and utilize federal funds as well as effectively provide match and leveraged services required to carry out our programs’ defined scope of services. Goodwill’s housing programs have consistently been ranked well over the years and have performed consistently by meeting benchmarks with regard to bed utilization, meeting or exceeding performance outcomes and operating within contractual funding, time limitations and specifications within each contract without ever incurring any significant monitoring or audit negative findings. Furthermore, Goodwill has consistently and effectively managed and implemented any changes and modifications to its programs to facilitate any new HUD guidelines and/or County priorities related to program models.

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

BUDGET NARRATIVE:

Rental Assistance: Short – medium rental assistance will be provided for 15 GoodStart-2 families at any given point in time in scattered site two and three-bedroom apartments. Fair Market Rent for a two-bedroom apartment (BR) is \$827.00 per month, and \$1026 for a three-bedroom apartment (BR), including utility costs. Since it is unknown at the onset of the program what the composition of the families being enrolled and placed in housing will be, and what their unit size requirements will be, we budgeted for an average of 2-3 BR units. Traditionally the families we have served have only required 2 BR units, therefore we are budgeting for the majority of 2-BR units. Based on the FMR calculations, the amount budgeted for 10 two-BR units for 12 months is \$\$99,240.00, and 5 three-BR units is \$61,560, totaling \$160,800 for all 15 units. Under the RRH model, even though the maximum allotted time frame

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in program is 12 months, our goal is to move clients to independence, exiting the program on average within 6-9 months. This would allow the rental assistance budget to serve an average of 30 families during the course of the operating year.

Personnel: Serving homeless families presents challenges, as the children’s safety, health and wellness, and education must be taken into consideration as well. In order to assist these families to successfully overcome their barriers and to achieve independence and housing stability, experienced and high level of service coordination is required. Also, a rental advocate assists with identifying and securing safe affordable housing, while facilitating housing permanency by acting as a liaison when tenant/landlord issues arise. The amount budgeted for 1.5 FTE Service Coordinators (\$72,000) reflects full-time annual salaries and benefits. Additional Service Coordination, a portion of the Program Coordinator and the Rental Advocate salaries will be included in Match. Through collaborations with local Occupational Therapy and Social Work programs, additional client services will be provided at no additional costs.

Outreach Services (Staff cell phones and mileage): With services being primarily community-based and the majority of clients now using cell phones as their primary means of communication it is vital for staff to have cell phones for communicating with clients. Goodwill’s agency assigned cell phones with data plans currently cost approximately \$55/month. With 3 staff being assigned to this program at 100%, 67% and 20% respectively, it is reasonable to allocate those same percentages of their cell phone costs to this budget. The amount budgeted = \$55/month*12 months*1.87 staff phones = \$1,236. Staff travel/mileage expenses for providing community-based services will be included in Match.

Utility Deposits: With the RRH model, leases as well as utilities must be in the client’s name. Due to low or no income, many of the individuals we serve have bad credit or have arrearages with utility companies requiring a deposit before utilities can be placed in their name. As such, it is critical to assist with utility deposits in order to increase housing stability. We are including \$2,500 in this budget in order to provide an average of \$250 to 10 families facing this barrier.

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

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RRH Program			
Rental Assistance Budget			
Total request for grant term			160,800
Total units			15
Type of rental assistance	FMR Area	Total Units Requested	Total Request
TRA	Allegheny County	15	\$160,800

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 Metro 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		X		X		=	
2 bedroom	10	X	827	X	12	=	99,240
3 bedroom	5	X	1026	X	12	=	61,560
4 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
5 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
Total	15	X	1853	X	12	=	160,800

RRH Program	
Supportive Services Budget	

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Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	1.5 FTE Service Coordinators	72,000
Assistance with Moving Costs	Click here to enter text.	
Case Management	Provided by Service Coordinators (above)	Enter \$
Child Care	Click here to enter text.	Enter \$
Educational Services	Click here to enter text.	Enter \$
Employment Assistance	Click here to enter text.	Enter \$
Food	Click here to enter text.	Enter \$
Housing/Counseling Services	.22 FTE Rental Advocate- LEVERAGED	
Legal Services	Click here to enter text.	Enter \$
Life Skills	Click here to enter text.	Enter \$
Mental Health Services	Click here to enter text.	Enter \$
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	Staff cell phones	1236
Substance Abuse Treatment Services	Click here to enter text.	Enter \$
Transportation	Click here to enter text.	Enter \$
Utility Deposits	\$250 x 10 clients	2,500
Operating Costs	Click here to enter text.	Enter \$
Total Services Requested		75,736

RRH Program
Summary for Match

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Total Value of Cash Commitments	\$20,000
Total Value of In-Kind Commitments	43,274
Total Value of All Commitments	63,274

RRH Program					
Summary for Leverage					
Total Value of Cash Commitments			Enter \$		
Total Value of In-Kind Commitments			506,188		
Total Value of All Commitments			506,188		
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments
Leverage	In-Kind	Government	Goodwill	6/2016	184,588
Leverage	In-kind	Private	Goodwill	6/2016	69,050
Leverage	In-Kind	Government	ACDHS Block Grant Funds	9/2015	97,000
Leverage	In-Kind	Private	Duquesne University's OT Dept.	10/2015	42,550
Leverage	In-Kind	Private	Chatham University's OT dept.	10/2015	10,000
Leverage	In-Kind	Government	Homeless Children's Education Fund	10/2015	10,300
Leverage	In-Kind	Government	Off the Floor	12/2015	45,000
Leverage	In-Kind	Private	Beverly's Birthdays	10/2015	11,700

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Leverage	In-Kind	Government	AIU	10/2015	36,000
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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	160,800	12 months	160,800
4. Supportive Services	75,736	12 months	75,736
5. Operating	Enter \$	Enter Time	Enter \$
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			236,536
8. Admin (up to 7%)			16,558
9. Total Assistance Plus Admin Requested			253,094
10. Cash Match			\$20,000
11. In-Kind Match			\$43,274
12. Total Match			63,274
13. Total Budget			316,368

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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](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.