

RFP Response Form

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

REQUIREMENTS

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

All Proposers must complete this section once:

A. Organizational Experience (40 points)

Proposers may complete one or both of the following sections; each proposed Program must be unique:

B. Permanent Supportive Housing Program (65 points)

C. Rapid Re-Housing Program (65 points)

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

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

Pittsburgh Mercy is submitting this proposal to provide permanent housing solutions (PSH and RRH) to end homelessness in Allegheny County. The programs and services will be delivered by Pittsburgh Mercy's Operation Safety Net Program and Bethlehem Haven. On July 1, 2016, Bethlehem Haven joined Pittsburgh Mercy's Family of Care. As a separate, wholly-owned subsidiary corporation of Pittsburgh Mercy, Bethlehem Haven will robustly serve its mission and retain its core values, vision, 501(c)(3) status, board of directors, leadership team, name, and corporate identity. Donations and fundraising will remain separate; however these two organizations will share resources to better serve those who are homeless, at risk of homelessness and those with behavioral health needs. Both organizations have more than 35 years of experience delivering housing to our County's most vulnerable.

Operation Safety Net is Pittsburgh Mercy's award-winning, innovative medical and social service outreach program for the unsheltered homeless population in Allegheny County. Since its founding in 1992, Operation Safety Net has reached approximately 12,000 homeless individuals with more than 68,000 visits where they live - in camps along riverbanks, in alleyways, or beneath bridges and highway overpasses- and has successfully helped more than 1,500 individuals who were once homeless to find homes of their own.

For 35 years, Bethlehem Haven has provided safe, supportive housing and is best known for meeting the unique needs of homeless unaccompanied women with compassion, hospitality and integrity.

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Bethlehem Haven currently provides housing for 105 women each night through a variety of emergency shelter, transitional housing, and permanent supportive housing for women with a serious mental illness. Additionally, Bethlehem Haven works to prevent homelessness through the privately-funded Safe at Home Program which helps 130 households annually to avoid homelessness or to quickly exit the shelter system by mediating with landlords and providing direct financial assistance and case management. Bethlehem Haven has daily experience serving populations with low, moderate and high needs through a wide array of housing and supportive services.

In 2015, OSN housed over 600 homeless individuals and Bethlehem Haven housed more than 500 individuals. In doing so, Bethlehem Haven and Operation Safety Net not only assist with providing health care and affordable housing, but also offer this vulnerable population hope, dignity, and a sense of community. The people we serve have taught us how to best address their needs in the context of their real lives. By developing trust and fostering deep, personal connections with the individuals we serve, we are able to partner with them to find solutions.

Pittsburgh Mercy, with OSN and Bethlehem Haven, currently provides Permanent Supportive Housing (PSH) to 176 of the most vulnerable and service reluctant of the unsheltered chronically homeless population. We embrace a housing first, low demand model of care. Our passionate staff provides and connects these individuals to supportive services and has been successful in improving the health and quality of life of those we serve.

Current Active HUD Programs				
Program Name	Type of Program	Population Served	Number Units/ Beds	Budget
Trail Lane Apartments	PSH (Facility)	Chronically Homeless	16	\$708,536
Generations	PSH (Facility)	Chronically Homeless	10	\$199,581
Bridging the Gap	PSH (SS)	Chronically Homeless	32	\$169,999
Spectrum	PSH (SS)	Chronically Homeless	65	\$503,467
A Step Forward	Rapid Rehousing	Homeless Families	12	\$165,026
First Step	TH	Single Adults	10	\$199,782
Safe Haven	TH	Single Adults	4	\$119,025
Step Up	TH	Single Adults	20	\$160,891
SOAR	PSH	Chronically Homeless	16	\$257,000

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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.

Mercy Life Center Corporation, DBA Pittsburgh Mercy, is a \$90 million dollar behavioral health, intellectual disabilities and community health provider that has a mature and robust management and finance function. The internal control structure has been designed in accordance with the principles-based guidance of COSO and has been implemented to ensure an effective enterprise-wide approach to the organizations risk management function. In addition, the organization is subject to an annual A133 audit. No deficiencies in internal controls, significant deficiencies or material weaknesses have ever been noted in the course of these audit procedures. Financial policies and procedures are designed to follow general acceptable accounting procedures and best practices along with fiscal responsibility and accountability.

As mentioned above, Pittsburgh Mercy will administer the grant if awarded and programming will be delivered by OSN and Bethlehem Haven.

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

Pittsburgh Mercy and its subsidiary, Bethlehem Haven, currently have no outstanding or unresolved monitoring or audit findings. We fully participate with Allegheny County's oversight and monitoring system, including HMIS, and prides itself on maintaining compliance with these requirements.

4. Describe your organization's proposed staffing plan.

- a. Staff experience working with the Target Population and in the housing community

As mentioned above, Pittsburgh Mercy and its subsidiaries have extensive experience working homeless adults. Operation Safety Net is highly experienced in providing housing, street medicine, outreach, and case management services to the unsheltered homeless. Its mission is to provide services to people who sleep outdoors. Bethlehem Haven has developed a model of care for unaccompanied women and vulnerable families as well as providing or facilitating health and wellness services, employment supports, and rental assistance to single adults and families. Both organizations will draw upon their unique strengths and share resources to best serve each and every participant.

Outreach, engagement, and relationship building are major focuses of both organizations as it is necessary for trust to be developed. Staff actively foster working relationships with external entities. Also, they are constantly building new relationships with potential landlords to house individuals through our multitude of housing programs.

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

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Pittsburgh Mercy's Human Resources department recruits quality staff through website, print ads, social media, and job fairs with special efforts to recruit military veterans. Pittsburgh Mercy's wage and salary plan is based on market research of wages at similar organizations and is applied consistently according to specific qualifications. Pittsburgh Mercy offers an excellent benefit package including 403B matching, medical/dental/vision/ insurance, life insurance and paid time off. Staff are supported in improving their health and wellness and a healthy work-life balance.

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

Pittsburgh Mercy recognizes that the strength of our organization depends upon the people who work for it. Training and Development is an integral part of this organization's performance management system. Training and Development offers extensive training opportunities for staff growth in various topic areas, both in person and online. All employees establish individual annual goals and are expected to complete them within the evaluation period.

d. Your organization's plan for staff performance management

Pittsburgh Mercy has well-developed policies and procedures. It is strongly mission-based and places high value on performance excellence in adherence to our code of conduct. Our human resources department provides online software which facilitates annual performance evaluations and professional development planning.

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

Operation Safety Net and Bethlehem Haven are fully compliant with HMIS and work to ensure that all staff are trained on the system. Staff enter updated assessments quarterly to show outcomes and to ensure accurate annual reports.

b. Your organization's plan for managing referrals through HMIS, strategy for entering the required data into HMIS in a timely manner and who on your staff is responsible for this

The case management teams of both organizations would be responsible for coordinating assessments, intakes, and exits, and inputting data into HMIS in a timely manner. This team would be under the direct supervision of the Homeless Services Supervisor at Operation Safety Net and the Housing and Data Quality Supervisor at Bethlehem Haven.

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

OSN's Homeless Services Supervisor and Bethlehem Haven's Housing and Data Quality Supervisor are responsible for ensuring that HMIS data is being entered as required and holding assigned team members responsible for ensuring the accurateness of information. If information needs corrected, assistance can be requested from HMIS Help desk for its removal,

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and accurate information will be re-entered. If the assigned team member does not adhere to HMIS requirements, progressive discipline will be implemented. In addition, spot audits, extensive supervisory audits, and quality, risk, and compliance department involvement will be used for successful attainment of outcomes and meeting of HMIS documentation requirements.

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 project ensure that participants are not screened out based on the following items? Select all that apply	
Having too little or no income	<input type="checkbox"/>
Active history of substance use	<input type="checkbox"/>
Having a criminal record with exceptions for state-mandated restrictions	<input type="checkbox"/>
History of domestic violence	<input type="checkbox"/>
None of the above	<input checked="" type="checkbox"/>

Does the project 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"/>

Operation Safety Net was a pioneer in Allegheny County for the Housing-First model and has a history of advocacy and implementing the program through its entire history. Bethlehem Haven began as an emergency shelter that was founded on the principal of “meeting the individual where they are,” and has fully embraced the Housing-First Philosophy in all its housing programs. This model allows both organizations to truly fulfill our missions to serve the under-served and vulnerable in a best-practices fashion.

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

Pittsburgh Mercy and Bethlehem Haven have 35 years of experience managing HUD permanent, transitional, emergency shelter and rapid rehousing programs. Both organizations have demonstrated expertise in utilizing funding from all types of sources such as government,

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individual, United Way, and foundation funds that enhance the supportive services delivered to individuals. We are in a unique position to leverage a broad-base of long-established and diverse relationships with other community organizations and businesses to enhance supportive services and other benefits for those we serve.

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

SEE ATTACHED

B. Permanent Supportive Housing (PSH) Program (65 points). If you are proposing a PSH Program, fill out the questions below. If you are not proposing a PSH Program, leave this section blank and move to the section for the RRH Program. Note that each program will be scored separately. Your response to this section should not exceed 15 pages.

1. Provide a unique Program name. Note that it cannot be called “[Your organization’s name] PSH.”

“A River to Home”

“I’ll fill the canyons in your soul, like a river lead you home. And I’ll walk a step behind, in the shadows so you shine” – Gary Allan

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

We will house 50 chronically unsheltered homeless single adults in scattered-site units around Allegheny County. We will build upon our years of experience implementing housing-first, low-demand programs and we will ensure this same approach is implemented in this new program. OSN and BH, as part of Pittsburgh Mercy, have partnered with entities both internal and external to further support successful, recovery-based living arrangements around the city through supportive services. We take pride in building relationships with consumers that allows for consumer-choice regarding any connection to said supportive services.

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

Operation Safety Net and Bethlehem Haven have experience pulling from the backlog of individuals who are currently waiting for placement through the Allegheny Link. In many cases, these people are working with our outreach efforts either on the streets, at the emergency shelter, or at the Wellspring Drop-In Center, making for an easy transition once we have secured our funding. In addition, we can staff the project in a timely manner through our employment outreach efforts via Pittsburgh Mercy’s HR department. With our housing database, we will be able to quickly assist individuals to find and secure appropriate housing. We believe we can have this project fully operational within 6 months:

Schedule:

Month prior to contract/funding approval notification: Post Case Manager Positions

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- Month One - Train case manager and build case load
- Month Two - Placement of 20% of capacity
- Month Three - Placement of 40% of capacity
- Month Four - Placement of 60% of capacity
- Month Five - Placement of 80% of capacity
- Month Six - Full capacity and fully operational

4. Describe your organization’s strategy to serve PSH Program Participants
- a. The Target Population for the PSH Program is adults with a documented disability. Beyond that, the PSH Program does not identified a specific subpopulation focus. If your organization will propose serving a specific subpopulation, please identify it by completing the Population Focus chart below. Provide a narrative describing the specific subpopulation(s) and why you propose the specific focus.

PSH Program			
Population Focus			
Chronically Homeless	<input checked="" 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 – HUD Defined Disability			

Both OSN and BH have expertise serving the most vulnerable people who suffer through chronic homelessness. Our experience fits this population the best and we believe that permanent resources are best used with this population.

- b. In the charts below, summarize your organization’s proposed PSH Program. The numbers are intended to reflect your organization’s plan for the PSH 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.

PSH 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	0	0	0	0
Chronically Homeless Veterans	0	0	0	0
Non-Chronically Homeless Veterans	0	0	0	0
Chronic Substance Abuse	0	0	0	0
People with HIV/AIDS	0	0	0	0
People with Severe Mentally Illness	0	0	0	0
Victims of Domestic Violence	0	0	0	0
People with a Physical Disability	0	0	0	0

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People with a Developmental Disability	0	0	0	0
People not represented by listed subpopulations	0	0	0	0

PSH Program for Reallocation Funds			
Persons in Households without Children			
	Adults over age 24	Adults ages 18-24	Total Persons
Chronically Homeless Non-Veterans	40	4	44
Chronically Homeless Veterans	4	2	6
Non-Chronically Homeless Veterans	0	0	0
Chronic Substance Abuse	8	2	10
People with HIV/AIDS	2	1	3
People with Severe Mentally Illness	16	4	20
Victims of Domestic Violence	3	1	4
People with a Physical Disability	8	2	10
People with a Developmental Disability	2	2	4
People not represented by listed subpopulations	6	0	6

PSH Program			
Persons in Households with Only Children			
	Accompanied Children under age 18	Unaccompanied Children under age 18	Total Persons
Chronically Homeless Non-Veterans	0	0	0
Chronically Homeless Veterans	0	0	0
Non-Chronically Homeless Veterans	0	0	0
Chronic Substance Abuse	0	0	0
People with HIV/AIDS	0	0	0
People with Severe Mentally Illness	0	0	0
Victims of Domestic Violence	0	0	0
People with a Physical Disability	0	0	0
People with a Developmental Disability	0	0	0
People not represented by listed subpopulations	0	0	0

Housing Type	Units	Beds	Dedicated Chronically Homeless Beds	Non- Chronically Homeless Beds
Scattered Site	50	50	50	0

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Households	Households with at least one adult and one child	Adult households without children	Households with Only Children	Total
Total number of households	0	50	0	50

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	0	44	0	44
Adults over age 18-24	0	6	0	6
Accompanied children under age 18	0	0	0	0
Unaccompanied children under age 18	0	0	0	0
Total Persons	0	50	0	50

NOTE: We cannot guarantee any exact demographics but did want to show that we are open to all subpopulations

- Describe your organization’s experience with the PSH Program target population and your chosen subpopulation.

Operation Safety Net's roots are in making "house calls" to people in Pittsburgh wherever they call home - in doorways and alleyways, along river banks, or beneath bridges and highway overpasses. Likewise, Bethlehem Haven was founded on the principal of opening doors and meeting people where they are in their journey out of homelessness. Pittsburgh Mercy entities provide Permanent Supportive Housing (PSH) to 176 of the most vulnerable and service reluctant of the unsheltered chronically homeless population. We embrace a housing first, low demand model of care. Our passionate staff provides and connects these individuals to supportive services and has been successful in improving the health and quality of life of those we serve.

- Describe your organization’s housing facility, facilities or sites for the PSH Program, including physical description, number of beds and geographic location.

We would search for 50 one-bedroom HUD-certified rental units within Allegheny County and assist individuals to secure housing in the community of their choice. As mentioned previously, Pittsburgh Mercy entities will draw upon our combined network of our current landlords and build rapport with new landlords to expand access to Fair-Market Value housing units.

- Describe your organization’s plan for coordinating with outside partners to ensure that the PSH Program is successful, including your plan for leveraging funds and support.

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Pittsburgh Mercy’s programs and subsidiaries place a high value on collaboration with Allegheny County and all homeless and local social service providers. We network extensively and participate in numerous coalitions. Members of our staff and board have memberships in the Homeless Advocacy Committee, Homeless Outreach Coordinating Committee and Homeless Advisory Board. OSN is also strongly represented on the Stand Down planning group, Veterans Boot Camp push to end Veterans Homelessness and is a key player in the county’s effort to end chronic homelessness by 2017.

Combined, we have many partnerships with local providers to secure housing, resources, and services for program participants. We also maintain partnerships with local churches and community organizations for assistance with household set up, clothing, food, hygiene items, and furniture. Collaborations with service providers extend from health care to employment to financial management and tenant/landlord mediation. Because of our wide reach, we are able to expand access to supportive services and housing opportunities throughout every corner of Allegheny County—reaching areas that are service poor.

8. In the following Supportive Services chart indicate who will provide the Supportive Services and how often PSH 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.

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

Pittsburgh Mercy and its entities are highly experienced in providing and accessing all of these supportive services. Each identified individual will be regularly assessed and reviewed to ensure that ongoing needs are consistently met. We will meet as often as daily to a minimum of once a month based on individual need.

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9. Describe your organization’s plan to track and achieve the HUD performance standards for the PSH Program and fill out the chart below:

a. Maintaining permanent housing or exiting to permanent housing

To achieve the HUD performance standards, we will provide: linkage to needed supportive services and resources to promote successful independent living; consistent monitoring for appropriate service delivery and flexibility with anticipating individual needs; ensure that all basic needs are addressed; regular review of each individual’s performance in accordance with the HUD standards and implementation of continuous quality improvement activities as needed.

b. Maintaining or increasing income

To achieve the HUD performance standards, we will provide: Linkage to SOAR and benefits coordination; regular review of individual’s financial situation to best prevent any lapse in or decrease of benefits; effective linkage to vocational resources as determined by the individual and their care team.

c. Maintaining or increasing non-cash benefits (e.g., Food Stamps, Medicaid or Private Health Insurance)

To achieve the HUD performance standards, we will provide: regular review of individual’s financial situation to best prevent any lapse in or decrease of benefits; support for mitigating barriers to regular successful renewal of benefits (i.e. obtaining and timely completion of required renewal paperwork, telephone interviews, etc.); and will utilize SOAR and benefits coordination staff for consult, as needed.

PSH Program			
Housing Measures			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants remaining in permanent housing or exiting to permanent housing destinations at the end of the operating year	43	50	86
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	38	50	76
Participants maintaining or increasing their non-cash benefits at the end of the operating year	38	50	76

10. Describe other outcomes that your organization plans to achieve in the PSH 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.

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PSH Program
Additional Performance Measures
Consumers in program maintain or secure health care through public or private sources. Health Care includes: Private Insurance, Medicare, Medicaid, CHIP, etc.
Click here to enter text.
Click here to enter text.

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Consumers in program including maintain or secure health care through public or private sources. Health Care includes: Private Insurance, Medicare, Medicaid, CHIP, etc.	38	50	75
Data source and data collection method: Data recorded in HMIS during intake, quarterly assessment, annual assessment, and exit by designated HMIS input worker			
Specific data elements and formula proposed for calculating results: Number of persons served divided by number of persons achieving outcome at assessment			
Rationale for why the proposed measure is an appropriate indicator of performance: Helps to ensure independence and continued housing participation as well as gain access to community health services			

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

Our focus has always been to connect with street homeless individuals while they are living in “locations not meant for human habitation” before directing them into our programs. We have also historically taken people who are residing in emergency shelters. However, we are open to connecting with consumers who are currently living in transitional programs or unstable housing and helping them acclimate into a permanent supportive housing program.

PSH Program	
Enter the percentage of Participants that will be coming from each of the following locations	
75	Directly from the street or other locations not meant for human habitation
10	Directly from emergency shelters
0	Directly from safe havens
10	From transitional housing and previously resided in a place not meant for human habitation or emergency shelters, or safe havens
5	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 PSH Program within funding and time limitations.

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Pittsburgh Mercy has consistently utilized our allotted funding completely in performing the activities described in the Scope of Service within a grant’s contract period. We have taken on and succeeded in implementing programs with either the same or similar outcome requirements. Through the use of case management and other community supports and resources, we will also establish goals for the program and residents such as employment, education, and/or social/life skills development to help individuals establish greater levels of independence and quality of life.

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

Pittsburgh Mercy has over ten years of experience managing scattered-site housing programs. This has given us the expertise necessary to maintain fiscal responsibility for this new program that others may not currently possess. Our plan is to use the same successful fiscal and managerial structures for this program that has been used to achieve our prior commitments. As for matching and leverage, our connections and proximity to other Pittsburgh Mercy resources allow easy in-kind contributions and an ability to coordinate easily with other entities.

Funds will be used to employ 2 FTE Case Managers and one FTE Program Assistant to serve the 50 participants. Transportation funds will allow us to better serve individuals who live in any community in Allegheny County.

14. The charts below are HUD’s specific budget format. Use the charts to provide details on your organization’s budget for the proposed PSH Program.

PSH 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"/>

PSH Program			
Rental Assistance Budget			
Total request for grant term			344,750
Total units			50
Type of rental assistance	FMR Area	Total Units Requested	Total Request
TRA	Allegheny County	50	344,750

NOTE: If a residential site that became available or was vacated, Pittsburgh Mercy is willing to take on a facility-based permanent supportive housing project within this proposed program.

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Type of Rental Assistance: TRA

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

Metropolitan or non-metropolitan fair market rent area: [Click here to enter text.](#)

Select the FY 2016 FMR area in which the project is located. The selected FMR area will be used to populate the rents in the chart below. See <https://www.huduser.gov/portal/datasets/fmr.html> for more information and how to determine your organization’s FMR area.

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.

PSH Program Persons							
Rental Assistance Budget Detail							
Size of Units	Number of Units		Fair Market Rent		Number of Months		Total
SRO	0	X	0	X	0	=	0
0 bedroom	0	X	0	X	0	=	0
1 bedroom	50	X	657	X	12	=	\$344,750
2 bedroom	0	X	Enter \$	X	Enter #	=	Enter \$
3 bedroom	0	X	0	X	0	=	0
4 bedroom	0	X	0	X	0	=	0
5 bedroom	0	X	0	X	0	=	0
6 bedroom	0	X	0	X	0	=	0
7 bedroom	0	X	0	X	0	=	0
Total	50	X	657	X	12	=	344,750

PSH Program		
Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	Click here to enter text.	0
Assistance with Moving Costs	Click here to enter text.	0
Case Management	2.0 FTE for Salaried Case Managers	\$104,481
Child Care	Click here to enter text.	0
Educational Services	Click here to enter text.	0
Employment Assistance	Click here to enter text.	0
Food / Hygiene	Assistance with food until SNAP is achieved	\$4,837
Moving Costs	Click here to enter text.	12,000
Legal Services	Click here to enter text.	0
Life Skills	0.5 FTE Program Assistant	41,682
Mental Health Services	Click here to enter text.	0
Outpatient Health Services	Click here to enter text.	0
Outreach Services	Click here to enter text.	0

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Substance Abuse Treatment Services	Click here to enter text.	0
Transportation	Bus Tickets for Consumers and van cost and Mileage for CMs	\$23,000
Utility Deposits	Click here to enter text.	0
Operating Costs	Click here to enter text.	0
Total Services Requested		530,750

PSH Program	
Summary for Match	
Total Value of Cash Commitments	\$68,000
Total Value of In-Kind Commitments	\$69,500
Total Value of All Commitments	\$137,500

PSH Program					
Summary for Leverage					
Total Value of Cash Commitments		1,292,025			
Total Value of In-Kind Commitments		128,888			
Total Value of All Commitments		1,420,913			
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments
Leverage	Cash	Private	Pittsburgh Mercy	July 1, 2016	1,292,025
Leverage	In-Kind	Private	Pittsburgh Mercy Physical and Behavioral Health Services	July 1, 2016	128,888
Choose an item.	Choose an item.	Choose an item.	Click here to enter text.	Enter Date	Enter \$

PSH Program			
Summary Budget			
Eligible Costs	Annual Assistance Requested	Grant Term	Total Assistance Requested for Grant Term
1a. Acquisition			0
1b. Rehabilitation			0
1c. New Construction			0
2a. Leased Units	0	0	0
2b. Leased Structures	0	0	0
3. Rental Assistance	\$344,750	12 Months	\$344,750
4. Supportive Services	\$186,000	12 Months	\$186,000
5. Operating	0	0	0
6. HMIS	0	0	0

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7. Sub-total Costs Requested		\$530,750
8. Admin (up to 7%)		\$38,500
9. Total Assistance Plus Admin Requested		\$569,250
10. Cash Match		\$68,000
11. In-Kind Match		\$69,500
12. Total Match		\$137,500
13. Total Budget		\$706,750

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

1. Provide a unique Program name. Note that it cannot be called “[Your organization’s name] RRH.” Personalized Housing Options
2. Provide a summary description of the entire scope of your organization’s proposed RRH Program. The proposed Rapid Re-Housing Program will provide permanent scattered site housing to 20 homeless individuals who lack housing and access to supportive services. This low-demand housing –first program will provide housing search, rental assistance and access to supportive services to unsheltered individuals with moderate service needs.

Case management and supportive services will be available to help participants maintain housing and to achieve a higher level of independence. The case manager and individual will develop a goal plan to begin the process of achieving stability. The case manager engages and empowers residents to access supportive services in the community and within the organization. These supportive services include: primary health care, mental health services, life skills/employment/education, emergency food and basic needs, transportation, drug and alcohol services, and benefits or entitlements—all with the goal of financial independence.

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. Bethlehem Haven has a long and established history of rapidly placing homeless individuals in scatter-site permanent housing. For 8 years, it has operated a privately funded program to help individuals and families to avoid homelessness or to establish new affordable homes in the community. Each year, this program assists 130 households with housing search, rental assistance, utility assistance, case management and other opportunities to improve their housing stability and to avoid long-term homelessness. Bethlehem Haven’s experience in providing the “After-Care” program in the community provides the foundation for the organization’s follow-up engagement strategy that reduces a household’s risk of returning to homelessness.

Building on the long established database of landlords and property managers that Bethlehem Haven has developed, it expanding its reach through the Pittsburgh Mercy Family of Care, Bethlehem Haven will be able to quickly begin accepting participants into the program and be fully operational within 3-6 months. The target dates are as follows:

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Schedule:

- Month prior to contract/funding approval notification: Post Case Manager Positions
- Month One - Train case manager and build case load
- Month Two - Placement of 20% of capacity
- Month Three - Placement of 40% of capacity
- Month Four - Placement of 60% of capacity
- Month Five - Placement of 80% of capacity
- Month Six - Full capacity and fully operational

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

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

Bethlehem Haven will provide Rapid Re-Housing to individuals with moderate service needs.

- 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	0	0	0	0
Chronically Homeless Veterans	0	0	0	0
Non-Chronically Homeless Veterans	0	0	0	0
Chronic Substance Abuse	0	0	0	0
People with HIV/AIDS	0	0	0	0
People with Severe Mentally Illness	0	0	0	0
Victims of Domestic Violence	0	0	0	0
People with a Physical Disability	0	0	0	0

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People with a Developmental Disability	0	0	0	0
People not represented by listed subpopulations	0	0	0	0

RRH Program			
Persons in Households without Children			
	Adults over age 24	Adults ages 18-24	Total Persons
Chronically Homeless Non-Veterans	3	1	11
Chronically Homeless Veterans	0	0	0
Non-Chronically Homeless Veterans	0	0	0
Chronic Substance Abuse	5	0	5
People with HIV/AIDS	0	0	0
People with Severe Mentally Illness	5	0	5
Victims of Domestic Violence	0	0	0
People with a Physical Disability	5	0	0
People with a Developmental Disability	0	0	0
People not represented by listed subpopulations	0	0	0

RRH Program			
Persons in Households with Only Children			
	Accompanied Children under age 18	Unaccompanied Children under age 18	Total Persons
Chronically Homeless Non-Veterans	0	0	0
Chronically Homeless Veterans	0	0	0
Non-Chronically Homeless Veterans	0	0	0
Chronic Substance Abuse	0	0	0
People with HIV/AIDS	0	0	0
People with Severe Mentally Illness	0	0	0
Victims of Domestic Violence	0	0	0
People with a Physical Disability	0	0	0
People with a Developmental Disability	0	0	0
People not represented by listed subpopulations	0	0	0

Housing Type	Units	Beds	Dedicated Chronically Homeless Beds	Non- Chronically Homeless Beds
Click here to enter text.	20	20	20	Enter #

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Households	Households with at least one adult and one child	Adult households without children	Households with only children	Total
Total number of households	0	20	0	20

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	0	18	0	18
Adults over age 18-24	0	2	0	2
Accompanied children under age 18	0	0	0	0
Unaccompanied children under age 18	0	0	0	0
Total Persons	0	20	0	

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

For 35 years, Bethlehem Haven has provided a full continuum of care that provides housing and opportunities for people to improve their lives. Today, Bethlehem Haven provides safe, supportive housing to 105 women each night through emergency shelter, transitional housing, safe haven housing and permanent supportive housing for women with a serious mental illness. Additionally, Bethlehem Haven works to prevent homelessness through the privately funded Safe at Home Program which helps 130 households each year to avoid homelessness or be rapidly re-housed by mediating with landlords and offering direct financial assistance and case management. Our motivational approach helps people to improve their employment options and opportunities for financial security.

We know that many of those in the transitional housing programs at Bethlehem Haven would benefit from a scattered site Rapid Re-Housing program that combines rental assistance, housing search and access to supportive services for individual with moderate needs. Together, with Pittsburgh Mercy, we can provide the opportunities for long-term stability and financial independence while reducing the risk of returning to homelessness.

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

Bethlehem Haven will follow the housing first philosophy in its Rapid Re-Housing program that builds on our values of compassion, hospitality and empowerment to ensure every person has an opportunity for safe, decent housing in our community. We are able to assist individuals with removing barriers and overcoming obstacles to housing stability through a motivational case management approach that considers the individual’s needs. This allows participants to

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work collaboratively with the support of case managers to set goals for housing and services in the community of their choice.

We also recognize that some barriers to housing stability will be resolved by developing strong relationships and open communication with landlords about the program and its goals. We host the monthly Uptown Legal Clinic provided pro-bono by the Allegheny County Bar Foundation to help individuals remove certain barriers to housing and work closely with Neighboworks and others to ensure Fair Housing. Additional tenant/landlord relationship coaching and mediation will also be used to remove barriers to housing stability.

- b. How your organization will identify appropriate scattered site units and ensure that rents are reasonable (include your organization's definition of reasonableness)
Pittsburgh Mercy and its subsidiary, Bethlehem Haven, have a great deal of experience working with landlords from all areas of the county. The case managers will work with clients to identify the community of choice and then work with landlords to mediate housing access. Building on this extensive databases of landlords, we are confident we will be able to meet both the client and the landlords' needs. Bethlehem Haven will use the HUD mandated process for rent reasonableness to ensure the program unit rents are comparable to the area market rent. This data is documented and retained.
 - c. Your organization's plan for recruiting and working with landlords and other homeless services providers
Our experience with the Aftercare and Safe at Home program has allowed us to build rapport with landlords so that they know both the program criteria and requirements as well as the responsibilities of all parties involved. The case managers are able to work with landlords and clients to provide clear lines of communication to avoid any conflicts. Volunteers at Bethlehem Haven also work as ambassadors to recruit new landlords from within their own community to participate in the program. Bethlehem Haven will draw upon the resources of Pittsburgh Mercy and the 200+ churches and community groups that support the organization annually to distribute informational fliers and bulletins and to host workshops to expand the housing database.
 - d. Your organization's plan for assessing the suitability of scattered site units for habitation by RRH Participants
Participants will work with case managers to identify units of their choice in communities of their choice. All scattered site units will be subject to and must pass a housing quality inspection based on HUD regulations, and meet all of the requirements in the HEARTH Act, CoC Regulations and the Fair Housing Act as well as meet rent reasonableness standards.
 - e. Where your organization's plan on locating the scattered site units in the County
Bethlehem Haven will utilize scattered site units throughout Allegheny County. Participants will be assisted with housing search and placement. The units will be selected based on participant needs, transportation, affordability, location, and support services available in the community.
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.

Bethlehem Haven has a long history of collaborating with the community and utilizing federal funding to provide housing and supportive services. Throughout the past decade, Bethlehem Haven

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has increased its private fundraising to continue to provide a well-balanced and thoughtful approach to ending homelessness. Today, nearly half of Bethlehem Haven’s funding is from public sources (HUD) and half is contributed by foundations, the United Way, corporations and individuals. Bethlehem Haven has also developed many community partnerships that provide supportive service that benefit the women we serve. As a subsidiary of Pittsburgh Mercy, Bethlehem Haven staff have access to the broad array of support and expertise of this well respected institution. Other partnerships will be built to further extend the opportunities for service engagement in the specific geographic communities where the participants choose to live. Through BH’s partnerships with the United Way of Allegheny County, we have a much wider reach into the smaller, less service-rich communities of Allegheny County. As well, the many community groups and churches that have supported us for 35 years will be recruited to assist with service coordination.

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

[Click here to enter text.](#)

9. Describe your organization’s plan to track and achieve the HUD performance standards for the RRH Program and fill out the chart below:
 - a. Maintaining permanent housing
 - Linkage to needed supportive services and resources to promote successful independent living. Consistent monitoring for appropriate service delivery and flexibility with anticipating

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individual needs. Ensuring that all basic needs are addressed. Regular review of each individual’s performance in accordance with the HUD standards and implementation of continuous quality improvement activities as needed.

- b. **Maintaining or increasing income**
Linkage to employment programs. Linkage to SOAR and benefits coordination. Regular review of individual’s financial situation to best prevent any lapse in or decrease of benefits. Effective linkage to vocational resources as determined by the individual and their care team.

- c. **Maintaining or increasing non-cash benefits**
Regular review of individual’s financial situation to best prevent any lapse in or decrease of benefits. Mitigating barriers to regular successful renewal of benefits (i.e. obtaining and timely completion of required renewal paperwork, telephone interviews, etc.). Utilize SOAR and benefits coordination staff for consult, as needed.

- d. **Obtaining employment**
Effective linkage to vocational resources as determined by the individual and their care team. Partnerships with CareerLink, Bidwell, Vocation Rehab, PA Women’s Work, and jobfairs.

- e. **Returning to homelessness in six and 12 months**
Effective linkage to service coordination, treatment programs, after care and supportive services to provide homeless and eviction prevention during and after the consumers participation in Rapid Re-Housing.

- f. **Utilizing supportive services**
Linkage to treatment facilities, transportation assistance, and regular review of the everchanging needs of each individual consumer.

RRH Program			
Housing Measures			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Participants remaining in permanent housing	17	20	85%
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	15	20	75%
Participants maintaining or increasing their non-cash benefits at the end of the operating year	15	20	75%
Participants obtaining employment	8	20	40%
Participants returning to homelessness in six and 12 months	1	20	5%
Participants utilizing supportive services	17	20	85%

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

RRH Program

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Additional Performance Measures
Consumers in program including both adults and children maintain or secure health care through public or private sources. Health Care includes: Private Insurance, Medicare, Medicaid, CHIP, etc.

Additional Performance Measures Detail			
Proposed Measure	Target (#)	Universe (#)	Target (%)
Consumers in program maintain or secure health care through public or private sources. Health Care includes: Private Insurance, Medicare, Medicaid, CHIP, etc.	10	20	50%
Data source and data collection method: Data recorded in HMIS during intake, quarterly assessment, annual assessment, and exit by designated HMIS input worker			
Specific data elements and formula proposed for calculating results: Number of persons served divided by number of persons achieving outcome at assessment			
Rationale for why the proposed measure is an appropriate indicator of performance: Helps to ensure independence and continued housing participation as well as gain access to community health services			

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

Bethlehem Haven and Pittsburgh Mercy have years of experience working with the county to manage referrals for HUD funded programs. Staff are trained to work in HMIS and with the Allegheny Link to manage this process through Coordinated Intake.

RRH Program	
Enter the percentage of Participants that will be coming from each of the following locations	
35%	Directly from the street or other locations not meant for human habitation
60%	Directly from emergency shelters
	Directly from safe havens
5%	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.

Pittsburgh Mercy has consistently utilized its allotted funding completely in performing the activities described in the Scope of Service within a grant’s contract period. We have taken on and succeeded in implementing programs with either the same or similar outcome requirements. Through the use of case management and other community supports and resources, we will also establish goals for the program and residents such as employment, education, and/or social/life skills development to help individuals establish greater levels of independence and quality of life.

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12. Provide a detailed budget narrative that clearly supports the RRH Program.
 Funds requested will be used to employ a FTE case manager and a PT program assistant. Funds will also be used for Tenant Based Rental assistance, housing search and supportive services. Transportation funds will be used to ensure that individuals can be served and housing in the community of their choice.
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"/>

RRH Program			
Rental Assistance Budget			
Total request for grant term			131,125
Total units			20
Type of rental assistance	FMR Area	Total Units Requested	Total Request
TRA		20	\$131,125

Type of Rental Assistance: TRA

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

Metropolitan or non-metropolitan fair market rent area: [Click here to enter text.](#)

Select the FY 2016 FMR area in which the project is located. The selected FMR area will be used to populate the rents in the chart below. See <https://www.huduser.gov/portal/datasets/fmr.html> for more information and how to determine your organization’s FMR area.

RRH Program							
Rental Assistance Budget Detail							
Size of Units	Number of Units		Fair Market Rent		Number of Months		Total
SRO	Enter #	X	Enter \$	X	Enter #	=	Enter \$
0 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
1 bedroom	20	X	657	X	12	=	131,125
2 bedroom	0	X		X		=	
3 bedroom		X		X		=	

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4 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
5 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
6 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
7 bedroom	Enter #	X	Enter \$	X	Enter #	=	Enter \$
Total	20	X	657	X	12	=	\$131,125

RRH Program		
Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	Click here to enter text.	Enter \$
Assistance with Moving Costs	Moving cost	\$3,000
Case Management	1 FTE	\$52,240
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	0.5 FTE Program Assistant	20,841
Legal Services	Click here to enter text.	Enter \$
Life Skills		
Mental Health Services	Click here to enter text.	Enter \$
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	Click here to enter text.	Enter \$
Substance Abuse Treatment Services	Click here to enter text.	Enter \$
Transportation	Bus tickets/travel costs	\$5,118
Utility Deposits	Various	\$4,000
Operating Costs		
Total Services Requested		86,000

RRH Program	
Summary for Match	
Total Value of Cash Commitments	\$30,000
Total Value of In-Kind Commitments	\$26,250
Total Value of All Commitments	56,250

RRH Program					
Summary for Leverage					
Total Value of Cash Commitments		160,000			
Total Value of In-Kind Commitments		416,648			
Total Value of All Commitments		576,648			
Match or Leverage	Type	Source	Contributor	Date of Commitment	Value of Commitments

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Leverage	Cash	Private	Bethlehem Haven Fundraising	7/1/2016	160,000
Leverage	In-Kind	Private	Bethlehem Haven Donation Center	7/1/2016	200000
Leverage	In-Kind	Private	Pittsburgh Mercy Physical and Behavioral Health	7/1/2016	216,648

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	\$131,125	12	\$131,125
4. Supportive Services	\$86,000	Enter Time	\$86,000
5. Operating		Enter Time	
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			Enter \$
8. Admin (up to 7%)			\$15,750
9. Total Assistance Plus Admin Requested			\$232,074
10. Cash Match			\$30,000
11. In-Kind Match			\$26,500
12. Total Match			\$56,250
13. Total Budget			\$288,324

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

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- 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.