U.S. Department of Housing and Urban Development (HUD) Permanent Supportive Housing Program for Chronically Homeless Individuals



REQUIREMENTS

Please respond to the following questions. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 20 pages.

A. Organizational Experience (25 points)

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

Operation Safety Net is Pittsburgh Mercy's award-winning, innovative medical and social service outreach program for the unsheltered homeless population in Allegheny County. Operation Safety Net strives to address the circumstances which undermine the mental and physical health of persons served by creating avenues for people who are homeless to access housing as well as the medical and social services that are necessary for them to improve their guality of life. 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. In 2015, OSN housed over 300 homeless individuals. In doing so, Operation Safety Net not only assists with providing health care and affordable housing, but also offers this vulnerable population hope, dignity, and a sense of community. Operation Safety Net reaches out to those in need by meeting people where they are in life. 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. Operation Safety Net's roots were 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. Operation Safety Net and

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Pittsburgh Mercy currently provide Permanent Supportive Housing (PSH) to 107 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	Safe Haven	Chronically Homeless	16	\$861,350		
Generations	PSH	Chronically Homeless	10	\$199,581		
Bridging the Gap	PSH	Chronically Homeless	32	\$169,999		
Spectrum	PSH	Chronically Homeless	65	\$503,467		
A Step Forward	Rapid Rehousing	Homeless Families	12	\$165,026		

2. Describe your organization's ability to effectively utilize federal funds and performing the scope of services described in the RFP within funding and time limitations.

Operation Safety Net has consistently utilized our allotted funding completely in performing the activities described in the Scope of Service within the grants contract period. We are poised to assume an in progress program and are aware of the prior required outcomes of a similar project – that:

- 1. 85% of participants will maintain permanent housing or exit to other permanent housing.
- 2. 78% of participants will maintain or increase their income.
- 3. 75% of participants will maintain or increase non-cash benefits (e.g., Food Stamps).

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.

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

Operation Safety Net has approximately 15 years of experience managing HUD permanent, transitional and rapid rehousing programs. Operation Safety Net has demonstrated expertise in utilizing funding from all types of sources such as government, community, and foundation

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funds that enhance the support of services delivered to our individuals. Pittsburgh Mercy's Development Department is dedicated to grant-seeking and outreach to community donors to supplementourgovernmental funding. OSN has been an expert in leveraging funding and resources to support our housing programs.

4. 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. Operation Safety Net has managed more than \$10 million dollars of services, primarily with Allegheny County contracts. Financial policies and procedures are designed to follow general acceptable accounting procedures and best practices along with fiscal responsibility and accountability

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

Operation Safety Net currently has not outstanding or unresolved monitoring or audit findings. OSN fully participates with Allegheny County's oversight and monitoring system, including HMIS, and prides itself on maintaining compliance with these requirements.

B. Target Population and Approach (20 points)

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

This program would be a transition from the Safe Haven model used at Trail Lane Apartments (TLA) to a Permanent Supportive Housing model. The program would keep the name Trail Lane Apartments. We would provide facility-based apartments for 16 chronically unsheltered homeless adults who suffer from disabilities associated with mental health issues, substance use disorders, and/or physical health issues. This low demand, housing-first project has provided housing and supportive services to the most service-resistant unsheltered homeless individuals in the County for approximately five years. Our staff and management team partner with internal and external services to ensure that each resident has the best chances to gain as much independence in their living situation as possible. We are a recovery based entity that believes in a person-centered approach to working with people, which allows our individuals to collaborate in goal planning and program planning and activities.

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

OSN can transition our current Safe Haven facility into the Permanent Supportive Housing facility immediately after the grant is awarded. OSN will have a Program Director overseeing a Program Supervisor who will coordinate and manage all day-to-day financial and clinical operations of the PSH site. This Program Supervisor will be supported by Supervisors from other programs as well as an on-site Program Coordinator who will act as a Team Leader and assist in operations issues. This oversight will guarantee that the quality of work from OSN will continue to be superb and timely, ensuring that OSN meets or exceeds all benchmarks set forth in the grant.

- 8. Describe your organization's proposed staffing plan.
 - a. Staff experience working with the Target Population and in the housing community Operation Safety Net is highly experienced in providing housing, street medicine, outreach, and case management services to the unsheltered homeless. It is our mission to provide services to people who sleep outdoors. Outreach, engagement, and relationship building are major focuses 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 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. Mercy's wage and salary plan is based on market research of wages at similar organizations and is applied consistently according to specific qualifications. 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 missionbased and places high value on performance excellence in adherence to our code of

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conduct. Our human resources department provides online software which facilitates annual performance evaluations and professional development planning.

9. The Target Population for this RFP is adults experiencing chronic homelessness. Beyond that, the Program has 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.

Popul	ation F	ocus	
Chronically Homeless		Domestic Violence	
Veterans		Substance Abuse	
Youth under 25		Mental Illness	
Families		HIV/AIDS	
Other: Specify - Click here to	enter t	ext.	

OSN recognizes that the targeted population has already been determined for this RFP. We are committed to proactively working with these individuals to obtaining personal quality of life. OSN will remain flexible in adapting to any needs or trends of this program and the overall population.

10. In the charts below, summarize your organization's proposed Program. The numbers are intended to reflect your organization's plan for the 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.

Persons in Households without Children				
	Adults over age 24	Adults ages 18-24	Total Persons	
Chronically Homeless Non-Veterans	14	Enter #	Enter #	
Chronically Homeless Veterans	2	Enter #	Enter #	
Non-Chronically Homeless Veterans	Enter #	Enter #	Enter #	
Chronic Substance Abuse		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 CH Beds	Non-CH Beds
Facility-based	16	16	16	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	16	0	16

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	16	0	16
Adults over age 18-24	0	0	0	0
Accompanied children under age 18	0	0	0	0
Unaccompanied children under age 18	0	0	0	0
Total Persons	0	16	0	16

C. Housing Services (10 points)

11. Describe your organization's housing facility or facilities including physical description, number of beds and geographic location.

Trail Lane Apartments (TLA) is located on Pittsburgh Mercy's South Side campus location on 9th Street. We are on the third floor of a three story building with access to an elevator and areas of refuge. In addition to the sixteen apartments and nine staff offices, TLA has a shared living room, dining/activities room, kitchen, and laundry room. TLA shares a building with Pittsburgh Mercy's Family Health Center which allows us to easily connect residents to primary care services including both medical and behavioral health. TLA is also within a short walking distance of our SOAR program which allows us to connect residents to benefits coordination for income and non-cash benefits easily. Additionally, our proximity to downtown Pittsburgh allows us easy transportation and connection to outside providers within the Continuum of Care.

12. Please fill out the following charts to indicate if you will follow a Housing First model. (Note: if a project does not choose all of the selections in the following charts, except none of the above, then the project is not considered Housing First.)

Does the project ensure that participants out based on the following ite Select all that apply	
Having too little or no income	
Active history of substance use	

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Having a criminal record with exceptions for state- mandated restrictions	
History of domestic violence	
None of the above	

Does the project ensure that participants are no terminated from the program for the following reas Select all that apply	
Failure to participate in supportive services	
Failure to make progress on a service plan	
Loss of income or failure to improve income	
Being a victim of domestic violence	
Any other activity not covered in a lease agreement typically found in the project's geographic area	
None of the above	

D. Supportive Services (10 points)

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

Operation Safety Net places a high value on collaboration with Allegheny County and all homeless and local social service providers. We network extensively and participate in numerous coalitions.

Our staff are members of the Homeless Advocacy Committee, Homeless Outreach Coordinating Committee and Homeless Advisory Board. OSN also is 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.

We have many partnerships with local providers to provide housing, resources and services to our program participants. We also maintain partnerships with local churches and community organizations for assistance with household set up, clothing, food, hygiene items, and furniture.

Operation Safety Net has established and maintained relationships with volunteers, local foundations, and donors needed to support the mission of the organization.

14. In the following Supportive Services chart indicate who will provide the Supportive Services and how often Participants will receive the Supportive Services that your organization plans to offer. 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

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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

OSN is 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.

E. Performance Outcomes (10 points)

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

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and timely completion of required renewal paperwork, telephone interviews, etc.) Utilize SOAR and benefits coordination staff for consult, as needed.

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	13	16	80
Participants maintaining or increasing their total income (from all sources) at the end of the operating year	12	16	78
Participants maintaining or increasing their non-cash benefits at the end of the operating year	12	16	75

16. Describe other outcomes that your organization plans to achieve 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.

Additional Perform	ance Measures
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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. Click here to enter text.

Click here to enter text.

Additional Performance Me	easures Detail		
Proposed Measure	Target (#)	Universe (#)	Target (%)
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.	14	16	88
Data source and data collection method:	- -		
Data recorded in HMIS during intake, quarterly assessme designated HMIS input worker	ent, annual ass	essment, and e	xit by
Specific data elements and formula proposed for calcula	ting results:		
Number of persons served divided by number of persons		tcome at assess	ment
Rationale for why the proposed measure is an appropria	te indicator of	performance:	
Helps to ensure independence and continued housing pa		 Enclose and a second sec	

Additional Performance Measures Detail						
Proposed Measure	Target (#)	Universe (#)	Target (%)			
Click here to enter text.	Enter #	Enter #	Enter %			
Data source and data collection method:						

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Click here to enter text. Specific data elements and formula proposed for calculating results: Click here to enter text. Rationale for why the proposed measure is an appropriate indicator of performance: Click here to enter text.

Additional P	erformance Measures Detail		
Proposed Measure	Target (#)	Universe (#)	Target (%)
Click here to enter text.	Enter #	Enter #	Enter %
Data source and data collection method:		- <u>*</u>	
Click here to enter text.			
Specific data elements and formula prope	osed for calculating results:		
Click here to enter text.	_		
Rationale for why the proposed measure	is an appropriate indicator of	f performance:	
Click here to enter text.			

F. Referral and Outreach (5 points)

17. Describe your organization's plan for securing beds for participants.

OSN administers a leased facility that is already built for 16 apartments as Single Room Occupancies. We will work with Pittsburgh Mercy's larger management and administration structure to ensure our continued access to this facility.

18. Describe the outreach plan to bring chronically homeless individuals into the project.

Operation Safety Net's outreach team coordinates with outside providers and county resources to ensure continuing contact with chronically street homeless individuals who are currently living in places not meant for habitation. This team will coordinate with these other resources and the individuals to ensure that all referrals are completed. TLA's management will ensure that the person being referred will meet the requirements of program entry. During this process, a TLA team member will assess the person being referred so that appropriate service referrals can begin before program entry. This will ensure the greatest chance of success for the resident.

Enter	the percentage of project participants that will be coming from each of the following locations
90	Directly from the street or other locations not meant for human habitation
10	Directly from emergency shelters
0	Directly from safe havens
100	Total of above percentages

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G. HMIS (5 points)

- 19. Describe your organization's previous experience inputting data into HMIS. Operation Safety Net is working to become fully compliant with HMIS since its inception and is working to ensure that all staff are trained on the system. Our current PSH staff enter updated assessments quarterly to show outcomes and to ensure accurate annual reports.
- 20. Describe your organization's plan for managing referrals through HMIS, strategy for inputting the required data into HMIS in a timely manner and who on your staff is responsible for this. TLA's case management team has a designated staff member responsible for coordinating assessments, intakes, and exits, and inputting them into HMIS a timely manner. This team member is under the direct supervision of the Program Supervisor.
- 21. Describe your organization's quality assurance procedures for inputting data in HMIS and correcting data when necessary.

TLA's Program Supervisor is responsible for ensuring that HMIS is being entered as required and holding assigned case management team member responsible for ensuring the accurateness of information. If information needs corrected assistance can be requested from HMIS Help desk for the removal, and accurate information will be re-entered. If assigned case management 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 for successful attainment of outcomes and meeting of HMIS documentation requirements.

H. Budget and Budget Narrative (15 points)

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 provide a detailed budget and narrative that clearly supports the Program. The charts below are HUD's specific budget format. Use the charts to provide details on your organization's proposed budget.

Pittsburgh Mercy and Operation Safety Net have had five years of experience managing a Safe Haven supportive housing site at the same location we are planning to use for the Permanent Supportive Housing site. This has given us the experience necessary to maintain fiscal responsibility for this program that others may not currently possess. Our plan is to use the same successful budgeting and managerial structure for this program that has been used in the past to achieve our goals. As for matching and leverage, our connections and proximity to other Pittsburgh Mercy resources allow easy In-kind contributions and an ability to coordinate with other entities.

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

	Rental Assistan	ce Budget	
		Total request for grant term	Enter \$
		Total units	Enter #
Type of rental assistance	Total Request		
Choose an item.	Click here to enter text.	Enter #	Enter \$

Type of Rental Assistance: Choose an item.

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 <u>https://www.huduser.gov/portal/datasets/fmr.html</u> for more information and how to determine your organization's FMR area.

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	Enter #	X	Enter \$	X	Enter #	=	Enter \$
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 \$	Х	Enter #	=	Enter \$
6 bedroom	Enter #	X	Enter \$	Х	Enter #	=	Enter \$
7 bedroom	Enter #	X	Enter \$	Х	Enter #	=	Enter \$
Total	Enter #	X	Enter \$	Х	Enter #	=	Enter \$

	Supportive Services Budget	
Category	Quantity and Description	Annual Assistance
		Requested

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Assessment of Service Needs	Click here to enter text.	Enter \$
Assistance with Moving Costs	Click here to enter text.	Enter \$
Case Management	.80 FTE Program Director, .85 FTE Program Supervisor, .77 FTE Case Managers, .25 FTE Medical Care Manager	\$168,000
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	Daily meal and breakfast program	\$55,000
Housing/Counseling Services	Click here to enter text.	Enter \$
Legal Services	Click here to enter text.	Enter \$
Life Skills	Hygiene Equipment	\$6,000
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	House Vehicle and Bus Tickets	\$18,000
Utility Deposits	Click here to enter text.	Enter \$
Operating Costs	Click here to enter text.	Enter \$
	Total Services Requested	\$247,000

Sur	nmary for Match	
Total Value of Cash Commitments	\$17,500	
Total Value of In-Kind Commitments	\$121,888	
Total Value of All Commitments	\$139,388	

		Summary	for Leverage		
Total Value of Cash Commitments Total Value of In-Kind Commitments		\$1,309,525 \$121,888			
Match or Leverage	Туре	Source	Contributor	Date of Commitment	Value of Commitments
Match	Cash	Government	CoC Supportive Services Fund	10/7/2015	\$17,500
Match	In-Kind	Private	Mercy Physical and Behavioral Health Services	10/13/2015	\$121,888
Leverage	Cash	Private	Pittsburgh Mercy	10/13/2016	\$1,292,025

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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	\$141,800	Full	\$141,800		
3. Rental Assistance	Enter \$	Enter Time	Enter \$		
4. Supportive Services	\$247,000	Full	\$247,000		
5. Operating	\$271,816	Full	\$271,816		
6. HMIS	Enter \$	Enter Time	Enter \$		
7. Sub-total Costs Requested			\$660,616		
8. Admin (up to 7%)			\$47,920		
9. Total Assistance Plus Admin Requested			\$708,536		
10. Cash Match			Enter \$		
11. In-Kind Match			\$139,388		
12. Total Match			\$139,388		
13. Total Budget			\$847,924		

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at: <u>http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations-(RFP/RFQ/RFI).aspx</u>

- Allegheny County Vendor Creation Form
- Cover Page
- W9 Form
- MWDBE Participation Statement Form
- MWDBE Waiver Request Form

CERTIFICATION

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

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