

# RFP Response Form

## Recovery Housing

### PROPOSER INFORMATION

Proposer Name: Three Rivers Youth

Authorized Representative Name & Title: Peggy B Harris, President & CEO

Address: 6117 Broad Street

Telephone: 412-441-5020 x 219

Email: pbenz99@yahoo.com

Website: threeriversyouth.org

Legal Status:     For-Profit Corp.     Nonprofit Corp.     Sole Proprietor     Partnership

Date Incorporated: 1881

### REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Peggy B Harris	412-441-5020 x 219	<a href="mailto:Pbenz99@yahoo.com">Pbenz99@yahoo.com</a>
Contract Processing Contact	Leroy Hackenberg	412-441-5020 x 211	<a href="mailto:Leroy.hackenberg@threeriversyouth.org">Leroy.hackenberg@threeriversyouth.org</a>
Chief Information Officer	Kristin H Walker	412-441-5020 x 214	<a href="mailto:Kristin.walker@threeriversyouth.org">Kristin.walker@threeriversyouth.org</a>
Chief Financial Officer	Leroy Hackenberg	412-441-5020 x 211	<a href="mailto:Leroy.hackenberg@threeriversyouth.org">Leroy.hackenberg@threeriversyouth.org</a>
Administrative Contact	W. Aaron Mickens Stephanie Clark	412-441-5020 x 201	<a href="mailto:Aaron.mickens@threeriversyouth.org">Aaron.mickens@threeriversyouth.org</a> <a href="mailto:Stephanie.clark@threeriversyouth.org">Stephanie.clark@threeriversyouth.org</a>

### BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

Chauncey Smith (Chair)  
Adam Smith (Vice Chair)  
Diana Charletta (Secretary)  
(Chair, Fundraising Committee)  
Gloria M. Brown, MPPM (Treasurer)  
(Chair, Finance Committee)  
Brandon Bell

Lajuana Fuller  
Kathryn Harrison  
Claudette R. Lewis  
John Sabatos  
Lisa B. Wagamon  
Honorary Member: Ruth Richardson

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Board Chairperson Name & Title: Chauncey Smith - Chair

Board Chairperson Address: 105 [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

### REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.

*Please do not use employees of the Allegheny County Department of Human Services as references.*

1. East End Cooperative Ministry  
Michael J. Mingrone, President & CEO  
East End Cooperative Ministry  
[REDACTED]  
[REDACTED]
2. Foundation of HOPE  
Rev. Caitlin Werth, Pre-Release Program Director  
[REDACTED]  
[REDACTED]  
[REDACTED]
3. A Second Chance, INC  
Dr. Sharon McDaniels, Founder, President & CEO  
[REDACTED]  
[REDACTED]  
[REDACTED]

### PROPOSAL INFORMATION

Date Submitted 4/24/2017

Amount Requested: \$417,000

Proposal Abstract: *Please limit your response to 750 characters*

Three Rivers Youth has 137 years of experience providing shelter & housing services for at risk populations. The Termon Avenue Wellness Retreat will operate a total of 2 recovery homes at our Termon Ave location. Our Termon Ave site consists of 2 homes, one female and one male along with a

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pavilion on over 5.5 acres of land. The recovery houses will maintain a 24 hour sober, safe and stable environment conducive to healthy living that promotes recovery from substance abuse and/or other associated problems. The Termon Avenue Wellness Retreat will provide temporary housing and case management that will connect clients with treatment, peer-to-peer supports, such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) and aftercare referral and services. We will help residents locate permanent housing, find employment and meet other needs for their path to recovery. We will offer the following additional services such as fitness & recreation, computer lab, outreach, intake and assessment, life skills, transportation assistance, access to food pantry, workforce development, individual, group and family counseling. Three Rivers Youth will promote family reunification by assisting residents to build and strengthen family relationships. The Recovery House will use a level system to assist residents in transitioning from Phase 1 to Phase 3 while maintaining sobriety.

The Termon Avenue Wellness Retreat utilizes the ROSC principles and the social model of recovery philosophy framework emphasizing the client's strengths in order to achieve their treatment goals. Clients are provided a stable living environment where they can live together as a community, while they transition from residential treatment or other institutional settings to living independently. Our goal is to protect them from the risk of exploitation and involvement in dangerous lifestyles and behaviors to improve their physical, mental, spiritual and social wellbeing.

### **CERTIFICATION**

Please check the following before submitting your Proposal, as applicable:

- I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination and HIPAA.
  
- By submitting this proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

### **ATTACHMENTS**

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- MWDBE documents
- Allegheny County Vendor Creation Form (N/A)
- 3 years of audited financial reports
- W-9
- Draft set of house rules and requirements
- Rental permission letters as needed (N/A)
- Budget

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### **REQUIREMENTS**

Please respond to the following. The maximum score a Proposal can receive is 110 points. Your response to this section should not exceed 18 pages.

#### **A. Organizational Experience (10 points total)**

1. Describe your organization's experience providing housing and support services to individuals with a history of unhealthy substance use.

Three Rivers Youth has a proud history of 137 years of experience providing housing and support to individuals, youth and families who are disproportionately affected by substance abuse issues. Our programs have in the past offered and currently offer services to individuals and families experiencing out of home care, requiring in home services and suffering from homelessness. Most clients are referred through the Child Welfare System, a system in which drug & alcohol abuse is the most dominant factor.

*Placement Services Experience:* TRY's longest standing services have been to abused, neglected, runaway and homeless youth in a residential setting. Our Group Homes and Shelters focused on providing a safe living environment for clients placed in out of home care; the shelter, a more short-term program was designed specifically to stabilize clients as they transitioned to other placements. Substance abuse among clients in our residential programs was a prevalent issue. In fact nationally, a survey of child and adolescent well-being found that 41% of older children and 61% of infants in out-of-home placement were from families with active substance abuse issues. During 2015-2016 in Allegheny County 36.2% of placements in foster care were due to parent and/or youth drug and alcohol abuse. Three Rivers Youth's residential services continuously supported clients with personal or family histories of substance abuse. Throughout all our placement services, we supported our clients in maintaining sobriety by ensuring a safe, drug and alcohol free environment, confiscating any contraband once found, facilitating the clients D&A treatment through SHORES and other providers, having on-site D&A prevention services, offering alternative activities and engaging the clients in therapy to address underlying issues and introduce substitute coping skills.

*In-Home Services Experience:* According to the Child Welfare League of America, families receiving In-Home Services have a 9% higher prevalence of substance abuse than those families not receiving services; a total of 29% nationally. Our Family Partnership Program (FPP) has been successfully preserving families since its inception in 1998. FPP is an intensive in-home crisis intervention program that preserves and strengthens family unity. The services include assisting families with crisis counseling, parenting skills development, academic support, information and referral, and follow up. The Family Partnership Program can facilitate reunification services for children currently residing in an out-of-home placement and for whom intensive services are indicated to stabilize the family. A current snapshot of families receiving in-home services through Three Rivers Youth's Family Partnership Program shows approximately 75% having some form of substance abuse concern.

*Homeless Services Experience:* A 2009 study found that approximately 71% of homeless and runaway youth had an alcohol and/or illicit drug use disorder, while SAMHSA estimates that among homeless

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individuals of all ages, 38% are dependent on alcohol and 26% are dependent on drugs. Three Rivers Youth's Residential Programs offered services directly to youth and young adults experiencing homelessness, who were engaged in the Child Welfare System. Additionally, we have offered outreach, drop-in and transitional services to individuals experiencing homelessness who were not engaged in the Child Welfare System for over 34 years. Our Transitional Living Program (1983-2012) and Basic Center Program (1991-2013) provided shelter, counseling, and skills development to assist both young and older homeless females through the transition to independence and safe permanent housing. Today we continue to run a homeless drop in center/ street outreach program the (1994 – Present) for males and females experiencing homelessness. Homeless drop in center/ street outreach program continues to offer services including but not limited to: provision of emergency food and clothing, individual and group counseling, referrals to educational/vocational centers, psychological evaluations and prescriptions for psychotropic medication (when needed), referrals to mental health centers, referrals to community centers that target sexual minority youth; and assistance to enter drug and alcohol programs.

*Supportive Services:* Throughout all its programming, Three Rivers Youth has delivered supportive services for runaway, homeless and street youth, adults and families both with and without substance abuse issues. We use individualized plans and aftercare services to follow-up on sustainability of housing and non-housing needs. Additionally, we have experience assisting clients in crisis with specific necessities such as food and clothing. Our services have focused on improving independence and self-sufficiency through mental health counseling, individual, group and family therapy, intensive life skill development, educational skills development and leisure activities, as well as resource coordination.

Today, Three Rivers Youth has transitioned away from youth focused residential services to a broader client base including adults, youth and families in the community setting. Our programming has been expanded to address behavioral health issues related to mental health and substance use. The Mental Health services include individual, group and family therapy. TRY is a licensed Drug and Alcohol facility that provides prevention, intervention, case management and treatment services. We offer recovery support services to individuals and their families through outreach efforts, groups, assessments and referrals to the appropriate level of care. Our Drug and Alcohol Programs focuses on reducing risk factors and increasing protective factors to ensure a healthy drug-free lifestyle.

2. Describe your organization's experience helping individuals transitioning out of inpatient treatment facilities and/or the jail on their path to recovery.

Three Rivers Youth staff have more than 20 years of Drug and Alcohol treatment experience working with substance abusers, ex-offenders and their families. The staff have provided drug and alcohol assessments, referrals, re-entry services, relapse prevention groups to inmates, those on probation and in recovery housing. TRY understands that relapse and drop-out rates are significant barriers to successful recovery. SAMHSA notes that attrition can be as high as 30% within the 1<sup>st</sup> month and over 50% within the first 3 months. Also, research shows that individuals are at higher risk of overdose once they leave treatment facilities or prison. We partner with in-patient treatment facilities through referral agreements to ensure individuals are receiving the appropriate level of care or a continuation of treatment upon discharge. Three Rivers Youth works with male and female inmates at Allegheny County Jail on the Hope Pod providing relapse prevention for those individuals soon to be released.

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Also, we provide Social Reintegration groups to Adult males in transitional living programs. The Drug and Alcohol Program intends to strengthen the individual/family, support the treatment and promote a sense of social responsibility and empowerment.

### **B. Housing (40 points total)**

3. Describe how many Recovery Houses you would like to provide, how many bedrooms the House(s) will have and how many Residents you intend to serve per House at any given time.

Three Rivers Youth will provide a total of 2 recovery homes at our Termon Avenue location. Our Termon Avenue site consists of 2 homes and a pavilion on over 5.5 acres of land. House 1 located at 2039 Termon Avenue has a total of 9 bedrooms, 2 bathrooms; House 2 located at 2051 Termon Avenue has a total of 10 bedrooms and 8 bathrooms. We anticipate serving 15 clients per house (30 clients total) at any given time.

4. Describe the intake materials that you would complete and share with incoming Residents.

Within 24 hours of admission, the House Manager will meet with each incoming Resident to review the Welcome Packet and complete the intake process. Our intake process consists of the following: The House Manager will,

- Share the contact information for the House Manager, the staff member who is responsible for the oversight of the Recovery House.
- Explain and share in writing the house rules of the Recovery House. Each Resident must sign the *House Rules Acknowledgement Form*, stating that they have read and understand the house rules. This form will be kept in the resident's file.
- Share our policy on the use of Over-the-Counter (OTC) and prescription medication. Each Resident must sign the *Medication Policy Acknowledgement Form*, stating that they have read and understand the *Over-the-Counter (OTC) and Prescription Medication Policy*. This form will be kept in the resident's file.
- Share the schedule of weekly Mandatory Recovery House meetings. This schedule will also be posted outside each of the designated meeting rooms in the house.
- Share the schedule of household duties (e.g., cleaning, vacuuming), explain how household duties are designated and clearly outline the responsibilities of the Resident in terms of daily chores and kitchen/food clean-up.
- Share information regarding emergency procedures; the information includes emergency evacuation protocols and location of fire extinguishers, fire alarm pull-stations and evacuation maps and the location that the contact information and emergency numbers are posted. All this information will also be posted in a communal area of the Recovery House.
- Discuss and have the Resident execute a *Drug and Alcohol Consent to Release Information Form*
- Document the Resident's medical history, drug and alcohol history (including substances most frequently used, length and patterns of use, dates of last use and any continuing care recommendations), and personal history.
- Clearly describe and show to Resident(s) our *Recovery Plan Policy*, which states that Residents can choose their own path to recovery, including treatment and supportive services. This policy

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addresses real and/or perceived conflicts of interest between house staff and programs to or from which Residents may be referred.

- Share the House's *Overdose Prevention Policy* for the Residents in the Recovery House. The *Overdose Prevention Policy* includes an overview of what an overdose is, what happens when a Resident overdoses, what factors increase the risk of overdose, how to identify the symptoms of an overdose and how the program will respond if a Resident overdoses. Residents must sign the *Overdose Prevention Policy Acknowledgement Form* stating that they have read, reviewed and understand the *Overdose Prevention Policy*. A copy of this form will be kept in the resident's file.
- Explain the program's *Rent Policy*, which details how we will collect rent and document rent collection.
- Explain the *Resident Rights & Involuntary Discharge Policy* and formal *Grievance Procedures*. Each Resident must sign the *Residents Rights & Involuntary Discharge Policy and Grievance Procedures Acknowledgement Form*, stating that they have read and understand the *Residents Rights & Involuntary Discharge Policy and Grievance Procedures*. This form will be kept in the resident's file.
- Explain the *Maintenance Policies & Procedures* that details how residents are to report the need for repairs and acknowledges that all major repairs will be remedied within 48 hours of report.

The final stages of the intake process include a tour of the house and grounds, as well as the assignment of his/her Case Manager. Upon admission, each client is paired with a Case Manager who will assist the resident in creating a Recovery Plan using strength based strategies. The Case Manager will follow-up with the resident progress of the recovery plan on a weekly basis and update every 30 days as needed.

The Recovery House will use a level system to assist residents in transitioning through Phase 1, Phase 2 and Phase 3 while maintaining sobriety. All incoming residents will begin an Orientation Phase (Phase 1) at our Recovery Homes. The Orientation Phase will continue for the first 30 days of each resident's stay at the recovery house. The Orientation Phase is designed to stabilize the resident, prevent relapse and acclimate them to their new living environment. The Orientation Phase consists of an initial intake and paperwork, additional supervision, limited privileges, 12 step meetings, intervention groups and educational workshops for each resident. All residents in the Orientation Phase will be paired with a Senior (Phase 3) Resident for additional peer support.

5. Attach a draft set of your proposed rules and requirements for the Recovery House. In the space below, describe your plan for addressing Residents should they fail to comply with the rules and requirements.

Compliance with House Rules at our Recovery Homes is necessary for the safety of other residents as well as an individual resident's successful completion of the program. However, we understand that Residents can make mistakes, and the importance of our homes in their recovery process. As a result, our Recovery House will incorporate a progressive disciplinary process. If a Resident does not comply with our House Rules, s/he will receive a written warning detailing the non-compliance issue as well as a clear definition of necessary steps to become compliant. These steps may include but are not limited to, attending additional meetings, subjecting to additional random drug/alcohol screens, agreeing to room searches, referrals to additional services and/or meeting with the Case Manager at an increased frequency to work on one's individual plan. Studies have shown that the more peer driven a Recovery Residence is the better outcomes experienced by residents. To foster internal accountability and

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empower residents within the home, the House Manager with input from the residents within the house will determine the necessary steps required for a resident to come into compliance after violating a house rule. TRY has a breakdown of possible offenses and the level of severity for the House Manager and peers to use as a guide. Any Resident with a serious offense (ex: violently acting out, bringing Drugs/Alcohol onto the recovery house grounds) is subject to immediate discharge from our program. The House Manager will determine if an offense necessitates immediate discharge. If discharge is warranted, the House Manager will follow the *Involuntary Discharge Policy*. Each resident will receive and sign copies of their *Rights* and *Grievance Procedures* upon admission to the Recovery House.

6. Describe your plan for supporting a Resident in the event of relapse and for preserving the stability of other Residents of the House in the event of a Resident's relapse.

Three Rivers Youth intends to provide quality services with a holistic approach that is recovery focused, person centered and family informed following the Social Model of Recovery. The services will incorporate community resources and support to assist with the continuum of care throughout the process. Three Rivers Youth will utilize ROSC principles and evidence based practices in helping individuals identify a need, access treatment and seek out recovery support. Three Rivers Youth understands that relapse is a part of the recovery process. However, maintaining a drug-free living environment is essential in the long-term recovery for all residents. The residents are encouraged to report any use to ensure the safety and wellness of all in the household. In the event of a resident's relapse, the House Manager will conduct an immediate and thorough investigation. The results of the investigation, will determine a course of action. Anyone experiencing a relapse will be either put on a probationary period for 30 days or be immediately discharged from the facility. If a Resident is put on probation s/he may lose privileges, be required to submit more random D&A urine screens, attend additional house/recovery meetings, and/or be referred to treatment services or higher level of care. The resident will meet with the Case Manager to follow-up with recovery plan and make necessary adjustments. If a higher level of care is needed, the Case Manager will assist with the transition to a more appropriate service. The Probationary Period is designed specifically to meet the needs of each individual resident experiencing a relapse. The Probationary Period holds residents accountable for actions and encourages positive change to successfully complete the program while maintaining sobriety. If a resident is unwilling to adhere to the stipulations of his/her probation, s/he will be immediately discharged from the facility. At the end of the probationary period, the House Manager will follow-up with the resident to reiterate rules, expectations and offer recovery support.

In the event of an overdose, the House Manager will follow the protocol for reporting of unusual incidents as required, if necessary.

7. Describe your plan for involuntary termination of a Resident from the Recovery House, including the possible reasons for termination, the process to notify a Resident and the appeals process.

There can be involuntary discharge from the program if the resident does not comply with the House Rules, fails to comply with probationary requirements and/or commits an egregious offense (ex: violently acting out, bringing drugs/alcohol onto the grounds). To empower residents, as well as build a sense of responsibility/accountability between residents anyone subject to involuntary discharge (except those committing an egregious offense) will have the opportunity to discuss their issues with



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their peers during a House Meeting. The House Manager will hear concerns and suggestions from Peers, then determine if a resident should be discharged.

Residents being involuntarily discharged will receive notification in writing. The notice will include the reason for discharge, the Resident's right to appeal the discharge and be signed and dated by the House Manager or his/her designee. A copy of this notice will be kept in the Resident's file. Residents have the right to appeal their discharge through our formal *Grievance Procedures*. The resident will complete and submit a *Grievance Form*. If the dispute is with a resident or staff, written complaint will be submitted to the House Manager. If dispute is with House Manager, written complaint is submitted to TRY Director of Drug and Alcohol. If Three Rivers Youth does not address disputes accordingly or timely, a written grievance with the SCA can occur. All Grievances will be addressed accordingly and on a case by case basis.

8. Describe the site(s) and amenities of your Recovery House(s). In what neighborhood do you intend to locate the House(s) and why? Are public transit and groceries nearby? Do intend to purchase or rent the house(s)? If currently renting, attach a letter from the owner permitting your organization to operate a Recovery House at that site.

Three Rivers Youth will offer an entire compound for those individuals seeking recovery, wellness and support services. The Termon Avenue Wellness Retreat, nestled on over 5.5 acres of land in Pittsburgh's Northside includes 2 residences (House 1 & House 2) capable of housing 30 residents at any given time, as well as an activity pavilion and plenty of open outdoor space. Within the 2 homes, residents will have access to the following amenities:

- Computer labs for career and educational purposes;
- a fitness area complete with exercise equipment;
- A total of 3 meeting rooms;
- Multiple communal areas;
- Well Equipped kitchen;
- Spacious dining room;
- Cable;
- On-site laundry;
- Air Conditioned facilities;
- Outdoor Pavilion Area;
- Food Pantry and
- Abundant personal and communal storage

In addition to these amenities, Three Rivers Youth is poised to offer additional ancillary services to assist residents in becoming independent and self-sufficient. These ancillary services include: Outpatient Mental Health (on-site), Substance Abuse Treatment, Substance Abuse Intervention & Prevention, Family Engagement, Workforce Development and Life Skills Services.

The Termon Avenue Wellness Retreat has abundant outdoor space and an activity pavilion perfect for a multitude of alternative activities including: picnics, family gatherings, BBQs, recreation/sports and hiking.

The entire Retreat is conveniently located on the Northside of Pittsburgh. Pittsburgh's Northside is a vibrant community with many amenities including grocery stores, restaurants, recreational areas, sporting events, cultural activities and museums. Residents living and participating in different programs at the Termon Avenue Wellness Retreat have convenient access to public transportation as the Retreat is on a bus route. Three Rivers Youth has longevity and a historical background in providing

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services at the proposed location in the North side area. Three River Youth is the sole owner and operator of the Termon Avenue Wellness Retreat property.

9. Describe your plan for being responsive to the needs/concerns of both Residents and neighbors.

The Termon Avenue Wellness Retreat is designed to follow the Social Model of Recovery outlined by the National Association of Recovery Residences 2015 Standards. Community Orientation is an important aspect of the Social Model and ultimately helps to support residents during their recovery. The House Manager will be responsible for responding to resident's needs/concerns daily. S/he may need to elevate concerns to the Program Director if necessary. There will be mandatory House Meetings scheduled regularly to foster open communication and address issues/concerns amongst the residents. The residents will have access to a secured suggestion box for sharing ideas, thoughts and concerns in a more confidential manner. The House Manager will monitor suggestion box daily and respond accordingly. The House Manager will be the first line of contact with community members/neighbors; s/he will be responsible for responding to their concerns and engaging the Director if needed. The House Manager will attend Community Meetings as scheduled to ensure positive relationships and communication.

The Termon Avenue Wellness Retreat will proactively engage our neighbors with community events, to foster understanding and alleviate bias before issues arise. In addition, residents will be required to participate in agreed upon community service projects; Administrative staff will attend community meetings and events as necessary. Moreover, we will use social media and technology to create a platform for dialogue with neighbors and other community members, so concerns can be addressed quickly and prevent escalation. The residents will maintain respect for neighbors and be mindful of their safety and wellbeing of the neighborhood; they will monitor each other's language and noise level.

10. Describe your plan to ensure that the proposed Recovery House(s) meet(s) the structural standards requirements, as described in section 2.2 E of the RFP.

The 2 residences at our Termon Avenue location are perfectly positioned to be an entire compound for those individuals seeking recovery, wellness and support services. 2039 Termon Avenue, House 1, requires minor renovations to come into compliance with the structural requirements outlined in 2.2 E of this RFP. We have designed and reorganized the spaced in House 1 for the Recovery House – including a draft of the proposed floor plan. The Facility Manager and VP of Operations have begun getting estimates to complete the renovations which include adding a shower to Bathroom 2, dividing a larger space into multiple bedrooms, replacing doors, purchase and install of furnishings and general cleaning/organizing. House 1 will be completely renovated within the first month of the award.

2051 Termon Avenue, House 2, requires little to no work as it was previously a residential facility for 12 clients. The necessary work to come into compliance with the RFP outline standards includes, converting 2 offices into bedrooms with the addition of furnishings and installing computers and phones back into the facility. House 2 is poised to be ready for residents as soon as possible.

### **C. Supporting Residents (20 points)**

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11. Describe your approach to building and monitoring a Recovery Plan with Residents.

The Case Manager will work in collaboration with the resident to develop a comprehensive recovery plan that is individualized and strength-based. The recovery plan will be developed within 24 hours of admission to the facility. The recovery plan will focus on key areas such as connections to treatment, peer supports, permanent housing, employment, and meeting other unmet or non-treatment needs. The Case Manager will use evidence based approaches such as motivational interviewing techniques and will incorporate ROSC principles throughout the process. The Motivational Interviewing techniques are client-centered, goal directed and elicits behavior change by helping residents to explore and resolve ambivalence. The Case Manager will follow-up with the resident on a weekly basis and update the recovery plan at least once every 30 days.

12. Describe your plan for connecting Residents to treatment, employment, housing and other supports so that they successfully transition to independence.

The Case Manager will build positive community relationships and partnerships to streamline the referral process for a more “warm hand-off.” The Case Manager will visit relevant programs, identify key contact persons, maintain updated housing lists, seek out employment opportunities for those with criminal history and offer resources to other unmet needs required to fulfill goals of the recovery plan (ex. GED, Driver’s license restoration, state ID, etc.). It is important for the Case Manager to be knowledgeable in available community resources and be effective in connecting the residents as per their recovery plan. However, residents need to be self-sufficient in accessing professional care to enhance their recovery process. The Case Manager will encourage residents to seek and participate in treatment services as recommended. The Case Manager will address issues or barriers to meeting the resident’s needs. The Residents will be connected to Medical Insurance and TANF/SSI/SSD Benefits as needed. There will be transportation assistance available during the Orientation Phase as per request and need. Residents are expected to be as independent as possible in their recovery. However, during Phase 1—Orientation, Residents may need additional assistance until they become more stable.

The Recovery Houses will provide Mental Health Out-patient treatment, Intervention Services and other recovery supportive services on site. In addition, residents will have the opportunity to participate in workforce development trainings/workshops on site. Three Rivers Youth has built positive working relationships throughout the years with other community based agencies. We will continue to work in collaboration with these and other agencies to ensure residents are connecting and achieving goals.

13. Describe your plan for ensuring that Residents have peer supports.

During this critical time of their life, it is important for residents to seek support and find effective ways to remain sober while maintaining a drug-free lifestyle. The Case Manager will encourage engagement with peer supports. The Case Manager will develop a resource guide of available recovery supports. The residents will utilize their recovery plan and a resource guide to build peer supports. The peer supports will serve as an advocate, mentor, or facilitator for resolution of issues that the resident is unable to resolve on their own. Each new resident will be paired with a Senior

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Peer Mentor within the House. The peer supports will assist the resident in navigating through systems from personal experiences. The residents are encouraged to support each other through their experience of similar challenges to maintain sobriety. Based on the Social Model Perspective, the residents will be involved in the problem solving process within the Recovery House as it pertains to defining problems, identifying options, and implementing plans for peer supported resolution. The Residents will pose as Peer Consultants to each other during their stay at the Recovery House. Three Rivers Youth will hire staff in recovery to offer peer support to residents and promote a substance free environment.

14. Describe your plan for creating a supportive recovery community among Residents.

The Recovery Houses will offer a safe, conducive and secure environment for long term recovery. Residents will have a social responsibility to hold each other accountable for actions to maintain sobriety within the home. The Recovery House will staff individuals in recovery for additional peer support. The residents may have the opportunity to become employed at the Recovery House upon meeting required qualifications. The Recovery House programming will offer alternative sober activities on and off site to build peer support and coping mechanisms amongst residents. The alternative sober activities will include but not limited to family night, community services projects, recreational activities, BBQ/Cook-outs and other suggestion from residents. The residents will participate in Community Service Projects as a group to build a sense of community and neighborhood involvement. The residents will attend regularly scheduled House meetings to address issues or concerns. The House meetings will be facilitated by different residents on a rotating basis. The residents will participant in a social reintegration group on site so individuals can positively re-integrate back into society. It is expected for residents to welcome new residents and assist in their orientation to the community culture and encourage involvement in drug-free activities. Newer residents will be paired with more seasoned residents utilizing a "Buddy System" to help them get acclimated into the Program. The residents will participant in community choirs with the possibility of communal food shopping, meal preparation and dining. A calendar of activities will be posted on site for resident's participation.

#### **D. Staffing/Training Plan (10 points total) -**

15. Describe your staffing plan and include details about the number of staff you will have per Recovery House, their functions and levels of experience.

The staffing plan for the Recovery Houses includes, a House Manager and Case Manager at each site. There will be a total of two House Managers and two Case Mangers at the Termon Avenue Wellness Retreat. Also, there will be a Van Driver assigned to both sites. The Program Director will be available for any grievances that are not able to be addressed at the House Manager Level. Also, the Program Director will offer support and supervision to the staff as needed.

**The House Managers** are identified in writing as the person responsible for all functions and operations of the Recovery House. The House Managers must be available 24 hours a day, seven days a week. The House Manager will be responsible for the following duties but not limited to providing new residents with orientation to the Recovery House, ensuring all required documents

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are signed within the 24 hours of admission by residents, records are maintained securely, ensure repairs are made within 48 hours, maintain the inside and outside grounds of the house, Fire drill every 90 days, Coordinate transportation with the Van Driver and Residents, Collection of rent, coordination of weekly meetings and mandatory 12 step meetings.

The House Manager must have a high school diploma/GED, preferably lived experience with substance use disorder and at least 18-24 months of sustained recovery.

**The Case Manager** is responsible for the following duties but not limit to working with residents to build their recovery plan within 24 hours, assisting residents meet their goals of the recovery plan, following-up with resident progress on a weekly basis and update recovery plan at least every 30 days, inform residents of available local treatment and recovery support services, create/update resource manual, encouraging residents to attend supportive groups, assist residents secure permanent housing and a sustainable income, offer job-readiness workshops, build positive relationships with community resources and employment sites, identify and address unmet needs and connecting residents to services as necessary.

The Case Manager, preferable will have lived experience with substance use disorder, at least 18-24 months of sustained recovery; Bachelor Degree in social work, psychology, criminal justice, social science or other related fields, and a minimum of 2 years of experience working with adults or a CADAC and minimum of 3 years of relevant experience.

**The Van Driver** will assist with transportation needs of the Residents as it relates to their recovery plan. The Residents will submit a request to the House Manager based on need. The House Manager will submit request to the Van Driver. Transportation will be provided to the following but not limited to treatment services, housing/employment opportunities, TANF assistance and Medical appointments. The Van Driver will coordinate travel schedule, maintain the agency vehicles, track mileage and trips, be professional, drive safely and report any issues such as repairs/accidents.

The Van Driver, preferable will have lived experience with substance use disorder, at least 18-24 months of sustained recovery. Must have a valid Pennsylvania driver's license

**All staff are required to have current clearances including Act 33/34 Child Abuse Clearance and Pennsylvania Criminal History Clearance, and FBI Clearance.**

### Other Supports

Senior Peer Mentors (SPM), must be a Resident for at least 60 days and complete Phase 1 and Phase 2 requirements of the Recovery House as well as successfully transition to Phase 3. The Senior Peer Mentor must have a strong desire to offer Peer support and model positive behavior conducive to recovery. The SPM will be paired with new Residents and must help them transition through the Phases of the Recovery House. The SPM must remain sober and substance free. The SPM will assist in the monitoring and supervision of the Recovery House along with planning of sober activities. The SPM will play an integral role in the implementation of the Social Model practices. The SPM will receive discount in rent and other incentives as necessary.

## RFP Response Form

### *Recovery Housing*

16. Describe your plan to recruit, train and retain qualified staff. Describe how you will ensure that staff have lived experience and are reflective of the population that they serve.

Three Rivers Youth will recruit, train and retain qualified staff. We anticipate recruiting 2 House Managers and 2 Case Managers to work in each of the Recovery Houses. We will post the position internal for possible candidates. We will post the vacancies on our website and newsletter, local newspaper, employment sites and at a job fairs. We share the availability at community meetings and with resident councils.

The staff are required by the Department of Drug and Alcohol Programs to receive specific outlined trainings upon hire, within 1<sup>st</sup> year, within 2<sup>nd</sup> year and at least 12 hours of training per year on an ongoing basis. The trainings include at hire Screening and Assessment, PCPC 3<sup>rd</sup> Edition, Practical Applications of PCPC and ASAM (PCPC will no longer be a tool used in July 2018, it will be replaced with ASAM). During the 1<sup>st</sup> year, trainings include Addiction 101, Confidentiality, Practical Application of Confidentiality, Case Management Overview, HIV/STD DDAP approved and Cultural Competency. Within the 2<sup>nd</sup> year, trainings include Recovery Oriented Systems of Care, Mental Health, Harm and Risk reduction, Safety in form of CPR, First Aid and/or Bloodborne pathogens. Staff will also be trained on Narcan, fire safety and reporting of unusual incidents. Three Rivers Youth will implement individual, staff training plans. These plans will be implemented according to the fiscal calendar year and will be in alignment with PA State Regulations. The Staff will receive ongoing supervision and agency wide trainings as scheduled. The staff must have Background checked within 14 days upon hire including Act 33/34 Child Abuse Clearance Pennsylvania Criminal History Clearance, and FBI Clearance. Three Rivers Youth will offer competitive wages, benefits and incentives to retain staff. We encourage and support staff suggestions and/or feedback to make the work environment more conducive.

As per our agency policy, every effort shall be made in hiring staff that are appropriate to the population we serve. We seek to recruit and retain staff with lived experience with substance use disorder. Past residents are eligible to become employed who meet the qualifications and with at least 18-24 months of sustained recovery.

#### **E. Records, Confidentiality and Reporting (5 points total) -**

17. Describe your plan for maintaining accurate, secure client records and reporting data in a timely way.

##### RECORDS

The House Manager will maintain records for each resident in a safe, secure and confidential manner in accordance with applicable federal and State regulations. The House Manager will ensure records are accurate and updated on a weekly basis. The House Manager will complete quality assurance checks of the records and report any findings to appropriate staff to make necessary adjustments within timeframes. The records of residents will be stored in a secured area with locked file cabinet and accessible to authorized staff. There will be a complete record for each resident. The resident has the right to inspect his/her own records. The records will include:

# RFP Response Form

## *Recovery Housing*

- A copy of signed house rules and requirements
- Copy of signed resident's rights and grievance acknowledgement form
- Consent forms
- PCPC or ASAM evaluation or treatment referral contract. A written log or separate entry within the activity notes that record the nature and disposition of referrals made to outside resources
- Copy of signed Over-the-Counter (OTC) and Prescription Medication Policy
- Staff signed and dated weekly activity notes indicating a Resident's progress and current status in meeting goals and needs.
- A complete record of monetary transactions between the House and Resident

### CONFIDENTIALITY

Three Rivers Youth has a written procedure that complies with 4Pa. Code 255.5 and 42 CFR PRT II related to Confidentiality of Alcohol and Drug Abuse Patient Records. The procedure includes but is not limited to, Confidentiality of individual personal identifying information and records, with the description of how to address security and release of records. The procedures also includes who is responsible for the maintenance of records and access to records. Authorized staff that have access to records are identified by name and position. The methods by which the staff will gain access is outlined.

Three Rivers Youth will obtain informed, voluntary and properly executed Drug and Alcohol consent from the resident for the disclosure of protected information in their records. A copy of the consent will be offered to the resident and a copy maintained in their record. To ensure compliance, the consent form will indicate whether the copy was accepted or refused, posting a policy statement or including it in the Welcome Packet during orientation. When consent is not required, the staff will completely document the disclosure in the records and inform the resident as soon as possible that information was disclosed, for what purpose and to whom.

### REPORTING

To the extent permitted by State and Federal confidentiality laws, Three Rivers Youth will report unusual incidents to DHS within 48 hours and provide written report of the event. Three Rivers Youth will maintain documentation of unusual incidents and report within a timely manner. The unusual incidents will be documented on an incident report and submitted to the Director of Drug and Alcohol at Three Rivers youth within 24 hours. The unusual incidents include but not limited to:

- A death, overdose or suicide attempt of a resident
- Physical assault, violent action resulting in injury of staff or residents
- Outbreak of contagious disease or food poisoning among residents
- A serious crime
- A condition that results in closure of the Recovery House for more than one day of operation
- A fire or structural damage to the Recovery House
- Misuse or alleged misuse of a resident's funds or property

## **F. Performance Measures (5 points total)**

## RFP Response Form

### *Recovery Housing*

18. Describe how you will track and monitor performance measures for quality assurance and make appropriate changes based on those performance measures.

Three Rivers Youth's Center for Excellence monitors program quality and performance monthly, through data collection, data analysis, satisfaction surveys, focus groups and program reports. The Director of Substance Abuse programming will collect and submit outcome results, Satisfaction Surveys and demographic reports monthly to the Manager of the Center for Excellence. The Manager will aggregate and analyze this information to determine gaps in services, compliance issues, and/or room for improvement. The Manager's findings will be reported out monthly to the Executive Team, who will make decisions about remedying any disclosed issues. This information is also presented by the CEO to the Board of Directors Quarterly. Specific benchmarks include:

- 80% of Residents abstain from using drugs and alcohol while in Recovery Housing
- 100% of Residents exit to a permanent housing placement
- 100% of Residents who did not have income, gained income while in Recovery Housing
- 100% of Residents who were eligible for public entitlements, gained public entitlements while in Recovery Housing (e.g., Medicaid, Food Stamps)
- 100% of Residents participated in safe and sober activities while in Recovery Housing
- 100% of Residents who wanted to be connected to long term treatment supports while in Recovery Housing received connection

#### **G. Financial Management and Budget (20 points total) -**

19. Please attach a copy your organization's financial audits or certified financial statements for the past three years (not counted towards page limits). See Attachment

20. Provide a line-item budget and budget narrative that shows all planned expenses, reflects a realistic estimate of the costs associated with implementing the Recovery House and includes a clear plan for providing cash match via federal, state, local and private sector funds to support the Program. The budget may be an attachment that does not count towards page limits.  
See Attachment



## Attachment 6:

### Draft of House Rules

# TERMON AVE WELLNESS RETREAT

## HOUSE RULES

1. Residents may not use alcohol or drugs on or off the premises of the Recovery House. The Termon Ave Wellness Retreat will enforce this policy by using random urine testing and/or breathalyzers.
2. Residents may not bring alcohol or drugs onto the Recovery House grounds.
3. Residents must contribute 15% percentage of their income (if employed) to the Recovery House as rent.
4. Rent must be paid on-time each month.
5. Residents shall not stay in the Recovery House for longer than 90 days.
6. Residents must attend weekly, mandatory recovery support meetings offered by Recovery House (i.e. 12- step meeting, relapse prevention).
7. Residents must participate in mandatory house meetings.
8. Residents must complete assigned chores in a timely manner.
9. Residents are expected to treat all residents and staff with dignity and respect.
10. Residents must build and participate in a Recovery Plan. The Recovery Plan will include linkages to treatment, peer supports, employment and housing. Their Case Manager will verify the Residents' participation in the activities outlined in their Recovery Plan.
11. Residents shall not act violently or threaten the safety of other Residents or staff.
12. Residents must abide by the policies concerning over the counter and prescribed medication administration and storage.
13. Residents must participate in peer agreed upon community service projects.
14. Sexual contact between residents is strictly prohibited.
15. All cigarette smoking must be done in a designated area.
16. All residents are expected to adhere to the specific policies governing their Phase of participation in the recovery program; including curfew, supervision, visitation and any probationary requirements.
17. All residents are consumers and providers at the Recovery House - Residents must immediately report the use of drugs and/or alcohol by another resident.
18. Resident's should be mindful of the rights of neighboring families; reframing from use of lewd or vulgar language, elevated noise levels, loitering, littering or other actions that might be considered as impinging on the safety and well-being of neighboring individuals, families and property.
19. Residents will be subject to disciplinary action up to and including discharge if they do not follow these house rules.

## Attachment 7:

### Budget

Allegheny County  
Recover Housing Budget

		2039 Termon Ave.	2051 Termon Ave.	Total
<u>Revenue:</u>				
Allegheny County		\$ 208,500	\$ 208,500	\$ 417,000
Program Income		\$ 41,500	\$ 41,500	\$ 83,000
<b>Total Revenue</b>		<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 500,000</b>
<u>Expenses:</u>				
Salaries:				
Program Director	10% of 46,000	\$ 4,600	\$ 4,600	\$ 9,200
Case Manager	\$35,000	\$ 35,000	\$ 35,000	\$ 70,000
House Manager	\$30,000	\$ 30,000	\$ 30,000	\$ 60,000
Maintenance	Pt 10 / week	\$ 7,800	\$ 7,800	\$ 15,600
Van Driver	Pt 15 / week	\$ 7,800	\$ 7,800	\$ 15,600
<b>Total Salaries</b>		<b>\$ 85,200</b>	<b>\$ 85,200</b>	<b>\$ 170,400</b>
Benefits/Taxes:				
Fica Tax	7.65% of salaries	\$ 6,518	\$ 6,518	\$ 13,036
U-Com Tax	1% of salaries	\$ 852	\$ 852	\$ 1,704
Workmen's Comp	2.89% of salaries	\$ 2,462	\$ 2,462	\$ 7,386
Health	2 * \$4484/year	\$ 8,968	\$ 8,968	\$ 17,936
<b>Total Personnel Costs</b>		<b>\$ 104,000</b>	<b>\$ 104,000</b>	<b>\$ 208,000</b>
Operating Costs:				
Staff Development	2 staff @ \$500/yr.	\$ 1,000	\$ 1,000	\$ 2,000
Consultants	\$125/month	\$ 1,500	\$ 1,500	\$ 3,000
Supplies:				
Office/Program Supplies	\$200/month	\$ 2,400	\$ 2,400	\$ 4,800
Household Supplies	\$200/month	\$ 2,400	\$ 2,400	\$ 4,800
Telephone	\$750/month	\$ 9,000	\$ 9,000	\$ 18,000
Occupancy:				
Electric/Gas	\$1750/month	\$ 21,000	\$ 21,000	\$ 42,000
Water/Sewer	\$400/month	\$ 4,800	\$ 4,800	\$ 9,600
Cable	\$100/month	\$ 1,200	\$ 1,200	\$ 2,400
Building Maintenance	\$250/month	\$ 3,000	\$ 3,000	\$ 6,000
Contract Services	\$250/month	\$ 3,000	\$ 3,000	\$ 6,000
Insurance	\$350/month	\$ 4,200	\$ 4,200	\$ 8,400
Pest Control	\$100/month	\$ 1,200	\$ 1,200	\$ 2,400
Security	\$50/month	\$ 600	\$ 600	\$ 1,200
Equipment Rental/Svc Contract	\$300/month	\$ 3,600	\$ 3,600	\$ 7,200
Travel:				
Van Gas	\$500/month	\$ 6,000	\$ 6,000	\$ 12,000
Van Repairs	\$1000/quarter	\$ 4,000	\$ 4,000	\$ 8,000
Auto Mileage	3000 mile * .50	\$ 1,500	\$ 1,500	\$ 3,000
Client Assistance:				
Food	\$300/week	\$ 15,600	\$ 15,600	\$ 31,200
Hygiene	\$30/month * 15 clients	\$ 5,400	\$ 5,400	\$ 10,800
Clothing	60 clients * \$100	\$ 6,000	\$ 6,000	\$ 12,000
Transportation	\$50/week	\$ 2,600	\$ 2,600	\$ 5,200
<b>Total Operating Costs</b>		<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 200,000</b>
<b>Indirect Admin Expense</b>	18.4% of total revenue	<b>\$ 46,000</b>	<b>\$ 46,000</b>	<b>\$ 92,000</b>
<b>Total Costs</b>		<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 500,000</b>

Attachment 8:

Budget Narrative

Allegheny County  
Recover Housing Budget Narrative

**Personnel Costs:**

Program Director	10% of 46,000	4 hours per week to see supervise and oversee program evaluation
Case Manager	\$35,000	1 employee \$35,000 per year to manage 15 clients per quarter
House Manager	\$30,000	1 employee \$30,000 per year to manage house
Maintenance	Pt 10 / week	1 employee 10 hours per week for building repairs
Van Driver	Pt 15 / week	1 employee 15 hours per week to drive clients to appointments
Fica Tax	7.65% of salaries	7.65% of Total Salaries
U-Com Tax	1% of salaries	1% of Total Salaries
Workmen's Comp	2.89% of salaries	2.89% of Total Salaries
Health	2 * \$4484/year	2 employees health care costs at \$4484 per year

**Operating Costs:**

Staff Development	2 staff @ \$500/year	\$500 per year for 2 employees for necessary required trainings
Consultants	\$125/month	\$125 per month for clients trainings
Office/Program Supplies	\$200/month	\$200 per month for office materials and supplies
Household Supplies	\$200/month	\$200 per month for household and cleaning products/supplies
Telephone	\$750/month	cell phone reimbursement
Electric/Gas	\$1750/month	\$1750 per month for Electric and Gas services
Water/Sewage	\$400/month	\$400 per month for Water and Sewage services
Cable	\$100/month	\$100 per month for Cable services
Building Maintenance	\$250/month	\$250 per month for Building Supplies to make repairs
Contract Services	\$250/month	\$250 per month for Building repairs and Services paid to outside contractors
Insurance	\$350/month	\$350 per month for insurance (Liability, D&O, Auto)
Pest Control	\$100/month	\$100 per month for pest control services
Security	\$50/month	\$50 per month for security/fire monitoring services
Equipment Rental/Svc Contract	\$300/month	\$300 per month for Copier Rental and Service Contract
Van Gas	\$500/month	\$125 per week to purchase gas for Van
Van Repairs	\$1000/quarter	\$1000 per quarter to cover van operation and repairs
Auto Mileage	3000 mile * .50	Reimburse employees who use own vehicle at .50 cents per mile
Food	\$300/week	\$300 per week to purchase food 15 clients
Hygiene	\$30/month * 15 clients	\$30 per month to purchase hygiene products
Clothing	60 clients * \$200	\$200 a year for 60 clients to purchase clothes
Transportation	\$50/week	\$50 per week to cover job transportation
<b>Indirect Admin Expense</b>	<b>18.4% of total revenue</b>	<b>18.4% of total revenue to cover administrative cost</b>