



Allegheny County Department of Human Services

RFP Response Form

RFP for a Provider to Manage Two Existing Permanent Supportive Housing Programs

PROPOSER INFORMATION

Proposer Name: Chartiers Center

Authorized Representative Name & Title: Susan Coyle, Chief Executive Officer

Address: 437 Railroad Street, Bridgeville, PA 15017

Telephone: 412.221.3302

Email: scoyle@chartierscenter.org

Website: www.chartierscenter.org

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

Date Incorporated: 1968

Partners and/or Subcontractors included in this Proposal: N/A.

How did you hear about this RFP? Announcement from DHS

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Susan Coyle, RN, MPH	412.221.3302 x129	scoyle@chartierscenter.org
Contract Processing Contact	Lindsay Bahl, MBA	412.221.3302 x146	lbahl@chartierscenter.org
Chief Information Officer	Lindsay Bahl, MBA	412.221.3302 x146	lbahl@chartierscenter.org
Chief Financial Officer	Lindsay Bahl, MBA	412.221.3302 x146	lbahl@chartierscenter.org
MPER Contact*	Stephanie Bubeck	412.914.8096 x102	sbubeck@chartierscenter.org

* MPER is DHS's provider and contract management system. Please list an administrative contract to update and manage this system for your agency.

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BOARD INFORMATION

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

Board Chairperson Name & Title: Caroline Belczyk, Board President

Board Chairperson Address: c/o Chartiers Center, 437 Railroad Street, Bridgeville, PA 15017

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.

Michael Richards- Landlord

[REDACTED]

Forward Management- Property Management Company
Tina Ashcraft- Director of Leasing Operations

[REDACTED]

Pete Winowich - landlord

[REDACTED]

PROPOSAL INFORMATION

Date Submitted 4/19/2019

Amount Requested: \$559,302.00

Proposal Abstract:

Please limit your response to 750 characters

Chartiers Center is excited to have this opportunity to assist additional individuals and families to acquire housing and to support them in maintaining a home. With an accomplished history of providing Permanent Supportive Housing [PSH] to the chronically homeless who are experiencing a behavioral health illness, often combined with substance abuse and other disabilities we are confident these

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additional programs will have the same successes as to which our consumers are accustomed. Using evidenced based practices (EBP) such as housing first, motivational interviewing and harm reduction, Chartiers Centers' Hestia and Atlas PSH programs maintained an average 100% utilization for the 2018 calendar year and are on track to repeat this for 2019.

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
- 3 years of audited financial reports
- W-9

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REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 18 pages.

A. Organizational Experience (20 points)

1. Describe your organization's experience providing housing and Supportive Services. Please state if your housing was under-utilized during the four quarters required by HUD. State whether you returned funding and, if so, why. State whether you are serving under or over capacity on your beds and units. If you currently run any housing programs, please complete the chart below. If you run multiple programs, please duplicate the chart for each program.

Chartiers Center is proud to be a major provider of housing services that is having a positive impact in reducing the number of homeless individuals and families in Allegheny County.

Chartiers Center has been a member of the Allegheny County Homeless Continuum of Care for seven years, upon being awarded a HUD Permanent Supportive Housing (PSH) Grant for the Hestia Program (2012) and the Atlas Program (2017) and in 2017 a Homeless Assistance Program (HAP) Grant for the Vesta Rapid Rehousing Program.

The initial Hestia Grant was for 59 beds which have since been increased to 97 beds, while the Atlas Grant maintains 15 beds. The Vesta Rapid Rehousing Grant has seen an increase of 17 additional beds from the original award of 62 beds for a total of 77 beds. Overall, Chartiers Center has a total of 189 beds for individuals and families who are homeless and/or are experiencing a risk for homelessness, thus evidencing a robust housing service line.

In 2016 notification was received that SAMHSA had awarded a grant to a consortium of providers which includes Chartiers Center and is known as the H2O Program. This project is highly innovative and utilizes the talent of three other partner agencies who bring a discreet expertise to the table to serve homeless individuals and families or those who are risk for becoming homeless. Chartiers Center is the lead agency in the H2O Program in the provision of the Service Coordination Component.

In total, Chartiers Center is currently successfully managing \$1,799,726.00 in the Housing Service Line with an average occupancy rate for our PSH Programs of 100% over the past four quarters. Chartiers Center's housing programs have met, if not exceeded, the performance standards as identified by HUD. Examples of performance standards exceeded include retained housing, employment, and an increase in household income after one year of residence. The combination of the number of beds awarded (grant dollars), housing occupancy and performance standards met, evidences a housing service line that is meeting the needs of individuals and families being served.

Chartiers Center Board of Directors, Executive staff and Direct Service Staff throughout the agency embrace the "Housing First" model of care, resulting in assisting participants to transition from homelessness to being permanently housed. Employing the Housing First model has allowed participants in the Hestia, Atlas and H2O programs to be able to attend to their basic human survival needs by becoming housed, which we believe relieves the person to begin to focus on other life needs such as treatment (if they wish), employment or other worthwhile activities. In fact, our outcomes or markers for success go beyond the person/families housing status and are also reflected in the number of people who are able to engage in meaningful activities.

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These achievements are attributed to the high degree of expertise of our Housing Coordinators and Service Coordination team members, who diligently provide the intensive support that is highly individualized for each program participant. The staff is the “support” in Permanent Supportive Housing. Chartiers Center’s Housing Coordinators/Outreach and Blended Service Coordinators work closely with individuals from the initial “meeting on the street/homeless camps” to identifying the type of housing they want/need and the neighborhood in which they choose to live. All domains of life are addressed, such as health and wellness; mental and physical, finances, natural supports, spirituality, leisure time and to be a good neighbor.

Funding for the Hestia and Atlas Programs was returned for the startup year due to the fact that during the first several months of the grant award, the programs were ramping up and were not at full occupancy and were not fully staffed. After the initial startup year, Chartiers Center has not returned any funding.

Current Housing Programs	
Program	Hestia
Population Served	Chronically Homeless with Mental Health Disability
Number Units/Beds	80/101
Annual Budget	\$687,136
January Utilization Rate	96%
April Utilization Rate	91%
July Utilization Rate	96%
October Utilization Rate	100%

Current Housing Programs	
Program	Atlas
Population Served	Chronically homeless with disability
Number Units/Beds	15/16
Annual Budget	\$147,858
January Utilization Rate	93%
April Utilization Rate	100%
July Utilization Rate	127%
October Utilization Rate	107%

- Describe your organization’s experience in meeting HUD and organizational performance goals for PSH. Include any unresolved monitoring or audit findings for any HUD grants (including Emergency Solutions Grants [ESG]) operated by your organization (if any).

Chartiers Center’s current PSH Programs recognize the necessity of maintaining consistent housing for individuals, increasing or maintaining mainstream benefits and increasing or maintaining income. These achievements are attributed to the high degree of expertise of our Housing Coordinators and Service Coordination team members, who diligently provide the intensive support that is highly individualized for each program participant. The staff is the “support” in Permanent Supportive Housing. Chartiers Center’s Housing Coordinators/Outreach and Blended Service Coordinators work closely with individuals from the initial meeting to identifying the type of housing they want/need and the neighborhood in which they choose to live. Together they work on obtainable goals that will assist

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the consumer with maintaining their housing, obtaining or maintaining income or connecting them with mainstream benefits so they feel independent and successful.

3. Describe your organization's track record in leveraging federal, state, local and private sector funds.

Chartiers Center has historically exceeded the leveraging requirements for each HUD grant awarded primarily as a result of revenue from the Service Coordination billing to third party insurance payers. Through collaboration with many other providers of Behavioral Health and Substance Use Disorders, Vocational Training and Assistance Services, Child Care, Educational Support Services and Legal Services, Chartiers Center has not only exceeded leveraging requirements but is credited with assisting our consumers to maintain their housing. Chartiers Center, therefore, has the means to reliably meet all match and leveraging requirements and typically strives to "braid" funding to creatively support innovative 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.

Chartiers Center is a mid-size organization and employs approximately 120 people. Reporting to the CEO is an Executive Management team that consists of the following: Chief Operating Officers and Assistant Chief Operating Officers of the two (2) clinical service lines, Chief Financial/Information Officer, Chief Human Resources and Compliance Officer, Executive Assistant/Facilities Manager and Director of Communications. This team meets bi-monthly with various members attending other meetings with a more limited scope. On a monthly basis, all agency Supervisors, Directors and Executive Staff meet for a broader and more inclusive governance of the agency. Further, each department has a Staff meeting that occurs no less than monthly. In all of these venues, information is exchanged both up and down the organizational chain of command. All leadership staff have been trained and mentored around supervisory models that encourage each employee to learn and grow and views him/herself as a stakeholder in the organization.

Services are segregated into four (4) clinical service lines. Germaine to this proposal is the service line, Recovery Support Services (RSS) which is the home of the core components of the Chartiers Center homeless, PSH and Service Coordination initiatives. The Senior Clinical Administrator of RSS is Michael Turk, MBA, MS. Stephanie Vilella, MS, is the Director of Homeless and Housing Services in RSS and has direct responsibility for the administration and clinical operations of the Hestia, Atlas, Vesta and H2O Programs. To ensure high quality communication, collaboration and problem solving, it is expected that the leadership of the entire service line support the homeless/housing operation, but particularly the service coordination program. This is accomplished via co-location of leaders to facilitate informal dialogue and relationship building, and structured periodic leadership and joint team meetings. At times, potential problems are identified and discussed in an effort to avert/correct further problems. As Chartiers Center works with a number of partners and external providers, we are accustomed to collaborating with others, in the interest of the clients to assure good communication and coordination of services. The H2O Project is a sterling example of the collaboration at its best and is significant of the typical approach Chartiers Center has in working with other providers. In that program, four (4) agencies come together as one team each contributing their expertise, blending and flexing to assure the person served gets what is needed. That "do whatever it takes" approach is essentially the motto of Chartiers Center and is evidenced in services, relationships and outcomes

Day to day internal communication at all levels of the organization includes traditional means such as email, video conferencing and encrypted messaging via the electronic health record. Mobile staff,

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including those that would be assigned to this project, would be equipped with cell phones and Surface Pro tablets that are community ready to access the electronic health record, email etc.

The financial management of Chartiers Center is primarily the responsibility of the Chief Financial and Information Officer, Ms. Lindsay Bahl, MBA. Additionally, she was the lead in the implementation of the agency's electronic health record, Qualifacts, which has a role in interfacing with the accounting system and general ledger. Chartiers Center utilizes Great Plains Dynamic as the accounting system with Maher Duessel as the external audit firm. As a provider of Housing Services, Chartiers Center has a system of internal controls in place to oversee the collection and payment of rent to landlords and the timely payment of invoices for services rendered.

B. Target Population and Approach (20 points)

5. Describe your organization's proposed staffing plan.
 - a. Staff qualifications and experience working with the homeless population and in the housing community

The team for this proposed service will be led by Michael Turk, MBA, MS, Senior Clinical Administrator and Stephanie Villella, MS, Housing Director. They have a combined experience of at least three (3) decades working with the chronically homeless, mentally ill and addicted and have assisted in establishing both the Hestia and Atlas PSH and Vesta Rapid Rehousing programs as recognized successful programs. In addition, Stephanie Villella, Chartiers' Director of Homeless and Housing Services sit on the CoC Committee, the Moving on Pilot Committee and she regularly attends the HAB meetings. Felicia Nolan, Chartiers' Housing Service Coordinator sits on the monthly Provider Committee.

Continuity, efficiency and effectiveness are highly valued, so the staff pattern is constructed to assure these priorities across all of the Chartiers Center homeless/housing programs. Via funding from Project 1 and 2, a portion of the existing Housing Coordinator's salary will be supported and they will be responsible for oversight of the utilization of resources, standardization of quality initiatives, ensure communication and guarantee access. The incumbent in this position has experience working with Chartiers Center homeless programs as well as those operated by other providers, such as the Neighborhood Living Project. She is well versed in the best practices associated with engaging the individuals being served, the use of strategies such as motivational interviewing, harm reduction, and, of course, Housing First.

This project would hire one new Housing Navigator who we would expect to have experience in working with the unique target population, landlords, etc. The incumbent in this role would work primarily with individuals as they are referred to begin the process of locating housing and the preliminary access to other services such as Blended Service Coordination. As part of the team with knowledge of each participant, this incumbent will be able to flex in and out of individualized service delivery even after the lead worker becomes the Blended Service Coordinator.

Blended Service Coordinators (BSC's) are the primary providers of ongoing support to participants. It is our experience that most PSH participants are eligible for BSC services as a result of their mental illness and/or addiction. BSCs look at the person holistically across all life domains so that the person can achieve the recovery and stability they desire. These positions will not be financially supported by Project 1 or 2, but rather services will be compensable under

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Pennsylvania Health Choices (medical assistance). This revenue is thereby eligible to be considered matching dollars and allows Chartiers Center to well exceed such requirements.

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

Chartiers Center is fortunate to be able to attract and retain outstanding personnel in the Housing and Service Coordination Programs. We attribute this success to a model of management that promotes individual professional development, encourages initiative and some risk taking, acknowledges effort and success and minimizes a bottom down leadership approach. As a result, we have had staff recommend to their friends and peers that they apply for employment with Chartiers Center. From a mechanical perspective, Chartiers Center advertises available positions on Indeed.com, Linked In, the Chartiers Center website and Facebook pages. We are also aware of advertising options that uniquely attract people in recovery for job searches, especially those who do not have resumes. We proactively screen applicants, even if a position does not readily exist. This allows us to re-contact a desired candidate and bring them in to begin their employment quickly.

Chartiers Center offers a competitive inclusive benefits package, a respectful and supportive agency culture, opportunities for advancement as well as the tools needed to efficiently do the job: availability to an agency vehicle, cell phone, tablet/computer with remote access and sue of the electronic health record.

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

Staff is provided a minimum of 12 training hours per year. This is in addition to trainings and staff development activities that occur during the weekly one hour staff meetings. Funds, as well as time from the job, are made available to staff for continuing education. Chartiers Center's internet training program, Relias, is available to staff for educational opportunities for both professional and personal development. In addition, certified Chartiers Center trainers provide required courses for CPI, CPR/First Aid, Narcan, AED, and Driver Safety.

d. Your organization's plan for staff performance management

Each staff receives weekly, individual and group supervision during which time clinical (client based) issues are discussed as well as adherence to regulations, administrative requirements, and performance and professional development. Performance is reviewed continually, with evaluations completed for new employees at the completion of the 3 month probationary period and annually thereafter. Substandard performance is addressed proactively and swiftly with the intent to correct poor performance. Issues are addressed uniquely for the employee with a variety of strategies including referral to Employee Assistance Program, additional training, mentoring, etc.

6. Describe how your organization will serve the target population and coordinate with outside partners.

Each participant, whether newly referred or a current participant, will have an assigned Housing Navigator and, when indicated, a Blended Service Coordinator. In all situations, the needs of the person will be discussed and identified and a plan of action developed. If that plan demands the addition of collaborating partners or other areas of expertise, the Housing Navigator and/or BSC will develop a plan to secure them.

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Over the past 7 years, as a provider of PSH Housing Services, Chartiers Center has developed a collaborative relationship with numerous service providers and landlords via the Hestia, Atlas, and Vesta Programs, with whom we will continue to work. As part of the ongoing goal to continually strengthen our programs, we will continue to look for additional partners to ensure the needs of participants. Our positive relationships are based upon our reliability and follow through. We have found that landlords are often willing to take a “risk” with a person when they have confidence that the Chartiers Center team will, indeed, be available and follow through as promised. Our track record and the volume of landlords who seek to work with us are evidence of our efforts.

7. Describe how your organization will assume management of the Programs and ensure a smooth transition for existing Participants.

Chartiers Center recognizes that a change in service providers can be difficult and upsetting for many service recipients, as well as landlords. Our goal is to use all available resources to ensure participants and landlords are willing and ready to work with Chartiers Center.

Chartiers Center’s Housing Director and Chartiers’ Executive Team will work alongside the current service provider and DHS to outline a transition plan that would include a case by case review of the status of each participant, pending referral, etc. We anticipate and hope that the current provider would assist in introducing the Chartiers Center staff to the participant via a warm handoff with each participant and each landlord to assist in the engagement and transition period. For the lease programs, documents would be reviewed and activity around transfer of the leases from the current landlords to Chartiers Center would be undertaken. It is assumed that some landlords and/or participants might view this transition as an opportunity to relocate or permanently end the tenancy of the participant. In such cases, Chartiers Center will work with the participant, utilizing techniques to engage him/her. Chartiers Center Fiscal Department will work closely with the current provider to ensure monthly rental and lease payments are completed on time so as not to jeopardize existing housing.

8. Describe how your organization will effectively use the funds and perform the scope of services described in the RFP for the PSH Program within time parameters.

We believe that our service is effective because of our understanding of the behavioral health, addiction issues our clients experience. We further understand how social determinants, in addition to struggles with mental health/addiction, lead to and confound homelessness and then the trauma endured during that experience. Our staff is trained in identification, assessment and interventions that engage the person in their recovery and wellness. Such training is in motivational interviewing, wellness, harm reduction, symptom management techniques and trauma informed care. While most of the funds being made available are for the housing, without the support of the staff and their expertise, the participant would unlikely be successful in retaining their home, being a good neighbor and finding meaningful work/activities. Chartiers Center has been managing HUD funding for PSH since 2012. During this time, there have been no unresolved monitoring or audit findings. We have met or exceeded HUD’s performance standards with an occupancy rate at an average of 100% for calendar year 2018. During the 7 years in which Chartiers Center has provided PSH and Rapid Rehousing Programs, we have on several occasions readily accepted additional beds/units to assist in reducing the homeless numbers in Allegheny County and look forward to bringing our experience with program growth to this exciting opportunity.

C. Housing Services (15 points)

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9. Describe your organization's plan maintain the current scattered site units and secure additional units.

a. How will your organization maintain the current units?

Chartiers Center will implement coordination of a "warm hand-off" with the current housing provider, individuals served and landlords providing housing to those individuals. Individuals in the program will be assigned a Housing Navigator to ensure effective communication between the landlord and tenants are adequate and issues or concerns are addressed efficiently and in a timely manner. Chartiers Center currently has partnerships with over 50 landlords in Allegheny County that we will continue to utilize. In cases, where vacancy issues may arise with those landlords, the Housing Navigator will work with individuals to secure units by conducting outreach to landlords or using the Housing Navigators provided by ACDHS Bureau of Homeless Services.

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

Chartiers Center has developed a number of extremely positive relationships with landlords across Allegheny County via the Hestia and Atlas PSH Programs as well as being a partner in the H2O collaborative with three other successful providers. We attribute our success to following through on the commitment we make to landlords, specifically, the assurance that their tenant is guaranteed to have the support that is needed and was promised. We make our program available to landlords at any time they identify an emergency or urgent concern. Consequently, our landlords tend to extend themselves, allow tenants to have second, third and fourth chances as we work with them. Also significant is that we routinely get landlords who call us to let us know they have an opening and they have even referred other landlords to us. As noted earlier, we have significant experience in working with other providers and are viewed positively, again, because of our willingness to "do what it takes", to follow through and to work collegially in the best interest of the participants. Chartiers Center will continue to work with these providers as well as colleagues from our extensive list of service providers, support organizations and landlords. As part of the goal to continually strengthen our programs Chartiers Center is continually looking to add additional partners to ensure the needs of the participants are met.

c. How will your organization identify appropriate additional scattered site units and ensure that rents are reasonable (include your organization's definition of "reasonable")?

Chartiers Center has developed and maintained positive collaborative relationships with numerous landlords throughout Allegheny County as part of the Hestia and Atlas PSH programs. Chartiers Centers will work with these landlords and in addition, identify new landlords that meet the HUD requirements for safe and affordable housing. Fair Market Rent (FMR) will be the baseline for rent with the participant's budget strongly considered so as to make future housing sustainable. Chartiers Center recognizes that it is the consumer's choice to decide which neighborhood they wish to live and that those areas may be above FMR. A rent reasonable checklist will be completed by searching for other comparable units in the area to ensure that the unit is reasonable.

d. How will your organization assess the suitability of additional scattered site units for habitation by PSH Participants?

Chartiers Center will inspect all current units that are occupied and transferred from the current housing provider using the Housing Quality Standards Inspection Checklist that is required by HUD. If areas on the inspection check list are deficient, immediate communication with the

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landlord regarding those deficiencies will be addressed in a timely manner. Once deficiencies are addressed, a new inspection will be completed to ensure they meet the standards.

- e. Where will your organization plan to locate the additional scattered site units in the County?**

Scattered sites will be offered across Allegheny County. All participants of Chartiers Centers PSH Programs are encouraged to select a neighborhood that best serves their housing needs, is in the neighborhood they prefer, accessible to amenities such as shopping, transportation, etc. and is in the desired proximity to friends and family.

- 10. Describe how your organization will consider the needs of PSH Participants and the barriers that are currently preventing them from securing and maintaining housing and how those needs and barriers will be addressed through case management.**

Chartiers Center will, with the input and involvement of the participant, identify the needs and barriers to housing. In some cases, the barrier is related to practical matters such as the lack of government issued identification, poor credit, criminal record, etc. In other cases, the barrier is related to the person’s illness and behaviors specifically leading to housing maintenance. The Housing Navigator will actively assist the participant to develop a plan to circumvent the barriers in a priority manner. The Chartiers Center staff has expertise in securing required documentation, etc. We know that some landlords might not be a good match for the participant, but, within our network of landlords, we have been able to find suitable landlords which may require the participant to make concessions around neighborhood, property features, etc. Behavioral matters are addressed on an ongoing basis by the team who will develop a plan to see the participant as often as is necessary in order to assure housing stability, wellness and recovery. Visits can be daily if needed! It should be noted that it is never an option to NOT support housing a participant because of behavioral issues and would be contrary to the Housing First model in which being housed is the highest priority.

Trained in techniques of assertive outreach and motivational interviewing, the Housing Navigator will seek to intervene early in a problem or potential trouble area before it escalates to a crisis.

- 11. Please provide a brief narrative on your organization’s use of the Housing First model in the narrative box below. Fill out the following charts to indicate if you will follow a Housing First model for the Programs and describe in the narrative how you will do so. (Note: a project is considered Housing First only if “all of the above” is the only selection chosen).**

Does the Programs ensure that Participants are considered regardless of: 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"/>
All of the above	<input checked="" type="checkbox"/>

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Does the Programs ensure that Participants remain eligible for services (or continue to be served) regardless of: 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"/>
All of the above	<input checked="" type="checkbox"/>

Chartiers Center recognizes the first step to recovery is always contingent upon having safe and stable housing. No one can adequately attend to their recovery if their basic survival needs are not met. Although the participant will most likely have multiple needs, without stable housing these needs are secondary. Therefore, no one is ever excluded from being eligible for any genre of supported housing because of a prerequisite requirement for treatment participation, sobriety/abstinence or behavioral matters. The participant may get/ remain in the PSH program regardless of if he/her participation in programs/services that may assist in addressing behavioral health/drug and alcohol concerns, physical health concerns, vocational supports etc. Chartiers' PSH Program is designed to first engage the participant, assist in securing stable housing, and then assist the participant to identify and engage in adjunct services and activities that will support their maintaining housing.

D. Supportive Services (10 points)

12. Describe your organization's plan to provide a variety of Supportive Services that are appropriate for the target population. Include how your organization will coordinate when Participants will receive Supportive Services and at what frequency will Participants receive them.

The overarching value of Chartiers Center's support services is to engage the participant in achieving their goals by acknowledging their preferences, needs and other practical considerations such as location, access, etc. Therefore, each person's access to supportive services outside of those provided by Chartiers Center's Blended Service Coordinators (BSC) and Housing Navigator will be considered on a highly individualized basis using the philosophy that services will be delivered, where, when by whom and how often as is deemed necessary. Services can be delivered by the BSC and/or Housing Navigator daily if necessary, in the evening or weekend. As the participant grows in their stability and competence, visits might be less. In addition to providing support during crisis and/or periods of a relapse of the person's condition, the team will strive to forestall relapse or other issues that might jeopardize the participants' wellness and housing. Resource acquisition is a key component of the BSC's due diligence as they are inherently designed to share information and resources to assure that all possible resources can be offered to the participant as an option. Below are some specific resources which Chartiers Center already has a collaborative relationship with.

a. Child Care

Chartiers Center recognizes the importance of affordable and appropriate child care. Therefore, Chartiers BSC's will work with the family to locate child care near their

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home/place of employment. Family and other natural supports will also be explored as child care providers.

b. Education Services

Chartiers Center works closely with The Greater Literacy Counsel and Goodwill of Western PA who provides assistance with GED preparation. Community College of Allegheny County also offers GED classes as well as other non-credit classes' that consumers can attend to further their interests.

c. Employments assistance and job training

Blended Service Coordinators will utilize whatever internal resources are at their disposal including those within the larger Chartiers Center organization which may include consultation with the Human Resource Officer in teaching classes on "Building a Resume," "Match your Talents and Interests with Career Goals," "Successful Interviewing." To obtain experience relevant to future employment, Chartiers Center can also assist in identifying volunteer opportunities within and outside of the organization. Allegheny County has a significant number of organizations whose specialty is employment assistance, job skills and training and supported employment. Chartiers Centers BSCs already work with numerous programs in the area that enhance consumers' job skills so they can become self-sufficient in the community. Current partners are OVR, Goodwill of Western PA, Life's Works of Western PA, Achieva's Supportive Employment, Mon Yough Community Services Supportive Employment, People's Oakland and Turtle Creek Valley Employment Services.

d. Food Assistance

Chartiers Center works closely with neighborhood food pantries depending on the location of the participant. The BSC's assist individuals with signing up with a local food pantry such as the Greater Pittsburgh Food Bank, Produce to People, Oakland Food Pantry etc. For sustained access to affordable food, the Service Coordinators will help participants accessing public entitlements such as Supplemental Nutrition Assistance Programs (SNAP) or other resources via benefits.gov, COMPASS. For older adults, BSC's frequently utilize Meals on Wheels and Senior Farmers Market. For families with children, popular resources are the Summer Kids Lunch Program. Pregnant individuals are often eligible for the Women, Infants and Children (WIC) Program. Numerous food pantries are embedded in local communities hosted by various churches and non-profits including Chartiers Center's very own Mary's Market which provides non-perishable goods to sustain consumers as needed.

e. Legal Services

Chartiers Center utilizes Neighborhood Legal Services, Community Justice Project, and Allegheny County Bar Association, all which offers free services to those who qualify.

f. Life skills training

The BSC's will likely take a lead role in coaching and mentoring around life skills by seeking to provide real live experiences that will be helpful and meaningful to the participant. In addition, Chartiers Center will refer participants to Goodwill of Western PA, Transitional Services, Achieva, Chartiers Center's T&SR Program, Life Works, and Career Links.

g. Mental health services

Participation in Mental Health Services will not be required in order to be considered eligible for the program or as criteria to remain in the program. Nonetheless, the Service Coordinator will utilize their skills in encouraging treatment where indicated to achieve personal goals or as a step to preserve their housing. It is the philosophy of Chartiers Center to offer a variety

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of treatment/service providers for their consideration. Typical referral options might include but not be limited to: Chartiers Center, Pittsburgh Mercy, Western Psychiatric Institute and Clinic, Mon Yough Community Services, Family Links, Turtle Creek Valley, Milestones, Family Services of Western PA and any other private providers that accept the participants insurance.

h. Substance use treatment services

The philosophy and approach described in the access to Mental Health treatment also applies to Substance Use treatment services. A variety of options will be presented as an option for determination of care. Once the appropriate level is determined, the BSC will again assist the participant in make their decision based upon a variety of options. Typically those include: Gateway Rehabilitation, Pyramid Healthcare, Drug Detox Centers of Pittsburgh, Greenbrier Treatment Clinic, Bowling Green, Cove Forge and WPIC Out-patient Detox Program. Outpatient options may include: Chartiers Center's Out-patient Drug and Alcohol Clinic, Pittsburgh Mercy Dual Diagnosis Program, Mon Yough Community Services Dual Diagnosis Program, Pyramid Healthcare, WPIC Dual Diagnosis Program. Linkages are also made to AA/NA meetings in the participant are that they can attend for support.

i. Physical health services

The BSC's will assist individuals with obtaining a Primary Care Physician or other specialist typically through the participant's insurance company or in the area of where they are located. As a Behavioral Health Home Project recipient, participant will benefit from "nurse navigation" in monitoring conditions and appropriately accessing treatment needs.

E. Performance Outcomes (10 points)

13. Describe your organization's plan to track and achieve the CoC performance standards.

Service Coordinators provide ongoing supports in-home for individuals served in our program by ensuring that they are linked to all mainstream benefits. In a situation where an individual reports that they lose such benefits, housing, employment or income the BSC immediately works to resolve the issue and alert the Director of Homeless Services of such changes so they can be documented in HMIS with the Update Assessment. In turn, the Director of Homeless Services runs a data quality report each month to monitor those that were not linked to mainstream benefits upon entry and flags individuals to their service coordinator regarding the status of obtaining such benefits. Alerts in HMIS are placed on the reassessment tab which signals the Director of Homeless Services that an annual assessment or update assessment is due; this prompts the Director of Homeless Services to provide the Service Coordinators with an annual assessment form requesting updated benefits and income information. Forms are completed by the Service Coordinator with the participants and delivered to the Director of Homeless Services where the assessment is completed in HMIS with all updates/changes. The Director of Homeless Services has an internal tracking spread sheet that lists the anniversary dates of each individual and current income amount. Individuals are prioritized based on what appropriate documentation is needed to meet the CoC performance standards.

F. Referral and Outreach (5 points)

14. Describe your organization's plan for managing referrals through HMIS and your plan to secure housing for Participants within the 30-day requirement. Indicate who on your staff is responsible for these activities.

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The Director of Homeless Services who is trained and certified in HMIS data entry will complete all necessary initial and update requirements. This Supervisor and/or her/his designee who is also trained and certified in HMIS data entry will monitor the bulletin board and will contact the first participant on the list, immediately upon availability in the program.

Through the Hestia and Atlas PSH programs, Chartiers Center has cultivated a relationship with at least 70 landlords across Allegheny County. Once the person indicates his/her neighborhood of choice, known landlords in that area are considered as options. Additionally the Housing Navigator and/or Blended Service Coordinators are skilled in locating affordable housing using various media outlets. Most often, the initial inquiry is placed to the landlord by the BSC and/or Housing Navigator to assure availability and to facilitate a quick process. The Housing Navigator is also responsible for this task and often is able to locate safe and affordable housing prior to the participant being assigned to a BSC. The Blended Service Coordinator and/or Housing Navigator have been recognized for locating housing on the same day as the referral from Allegheny County Link was received. Our goal is to intensively work with the participant to assume occupancy in their new home no later than the next rental cycle, normally the beginning of the following month. An inspection of each potential rental unit is conducted by a Chartiers' BSC and/or Housing Navigator which is then followed up with a discussion with the landlord to review the relationship between the applicant and Chartiers Center. This includes guaranteed payment and available supports that Chartiers Center provides in the relationship between the participant and the landlord. The landlords with whom we have maintained a collaborative working relationship rate their support from the programs very highly, as evidenced by their repeated rentals to participants and through alerts to the program when vacancies in their properties arise.

G. HMIS (5 points)

15. 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 entering data into HMIS.

Chartiers Center has 5 years' experience managing referrals and data entry/retrieval. Chartiers Center's Director of Homeless Services and Housing Coordinators from Chartiers Housing programs are certified in HMIS data entry and retrieval. HMIS data is monitored on a weekly basis by all parties to ensure that all assessments are entered accurately and efficiently. The Director of Homeless Services runs Data Quality Reports on a regular basis to ensure that Data Quality is precise and adjusts any deficiencies that are reported. The Director is also experienced with completing and submitting the Annual Performance Report within the HMIS system.

b. Your organization's strategy for entering the required data into HMIS within 3 days of accepting clients, completing annual assessments within the 60-day window allowed, and recording exits within 3 days of the client leaving. Indicate who on your staff is responsible for these activities.

The Director of Homeless Services who is trained and certified in HMIS data entry will monitor all necessary initial, annual and update assessment deadlines on a regular basis. The Director and/or her designee will ensure that all information is documented on the referral located on the bulletin board and will contact the first participant on the list, immediately upon availability in the program. All entry assessments are completed at the intake with the individual to ensure required data is entered within 3 days of accepting the participant(s). Annual assessments are monitored on

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a regular basis and required data collection for the individual is given to the designee to collect and return to the Director of Homeless Services so it can be recorded in HMIS. Staff that work with individuals that are exiting the program are required to report this immediately to the Director of Homeless Services, so that the exit assessment can be completed in the system in a timely manner.

c. How will the data quality report be utilized to ensure that data are correct? How often will you use the data quality report?

Data Quality reports are presently run for all current programs on a monthly basis by the Director of Homeless Services. If a discrepancy arises, it will be addressed immediately so that it can be adjusted within the HMIS system.

H. Financial Management and Budget (15 points)

16. Describe how your organization will effectively utilize funds and perform the scope of services described in the RFP in a fiscally responsible manner.

Chartiers Center is respectful of our fiduciary responsibility in administering the PSH funds and strives to assure that they are not only used precisely as intended, but in the most effective and efficient manner possible leading to positive outcomes for those served. PSH funds are used to rapidly secure housing for chronically homeless individuals and provide the supports and services needed via a multidisciplinary team of individuals and providers. As noted earlier, prospective units are inspected to verify eligibility for PSH funds. Also, Chartiers Center utilizes processes that assure timely payment to landlords and internal controls assure appropriate payments are made. The Assistant CFO of Chartiers Center conducts period audits to assure compliance with our processes. Chartiers' Hestia and Atlas Program audits have been clean, supporting the adherence to all regulations and requirements.

Meanwhile, the consequence of our achievement of goals to increase participant income, over 75% is a positive reduction in the amount of rental subsidy due from the program. This has allowed additional individuals to be served. This translates to an increase of participants by approximately 33%, working towards the national goal to end homelessness by 2020. Funds are used only for housing units that meet or exceed HUD requirements with strict adherence to Fair Market Rent. Chartiers' Fiscal Department is diligent in maintaining timely rental payments, clear and audit proof ledgers of monies spent and monies awarded. It is without exception that this trend of excellent management of HUD dollars will continue to be used in a fiscally responsible manner allowing for additional housing.

17. The charts below are HUD's specific budget format and the Programs' current cost allocations. Use the charts to provide details on your organization's budget for the Programs. Provide a detailed budget narrative that justifies and explains the charts in the narrative box below. If you changed any of the pre-filled allocations, please explain why.

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PSH Program 1 & 2	
Select the costs for which funding is being requested	
Acquisition/Rehabilitation/New Construction	<input type="checkbox"/>
Leased Units	<input checked="" type="checkbox"/>
Leased Structures	<input type="checkbox"/>
Rental Assistance	<input checked="" type="checkbox"/>
Supportive Services	<input checked="" type="checkbox"/>
Operations	<input checked="" type="checkbox"/>
HMIS	<input type="checkbox"/>

Program 1 Budget	
Eligible Costs	Total Assistance Requested
Leased Units	\$264,600
Leased Structures	Enter \$
Rental Assistance	Enter \$
Supportive Services	\$82,272
Operating	\$37,800
HMIS	Enter \$
Subtotal Costs Requested	\$384,672
Admin (up to 7%)	\$26,927
Total Assistance Plus Admin Requested	\$411,599
Cash Match	Enter \$
In-Kind Match	Enter \$
Total Match	Enter \$
Total Budget	Enter \$

Program 2 Budget per Funding Period	
Eligible Costs	Total Assistance Requested
Leased Units	Enter \$
Leased Structures	Enter \$
Rental Assistance	\$96,664
Supportive Services	\$41,376
Operating	Enter \$
HMIS	Enter \$
Subtotal Costs Requested	\$138,040
Admin (up to 7%)	\$9,663
Total Assistance Plus Admin Requested	\$147,703
Cash Match	Enter \$
In-Kind Match	Enter \$
Total Match	Enter \$
Total Budget	Enter \$

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Chartiers Center has included an operating budget for both Program 1 and Program 2 that incorporates the following assumptions and fiscal considerations based upon those assumptions:

- The budget reflects the expenses needed to successfully run the program.
- Both budgets reflect Administrative costs of 7%.
- Administrative costs include the support of existing administrative infrastructure of Chartiers Center which includes Human Resources, IT, Accounts Receivable/Billing, Accounts Payable, Fleet Management, and Compliance.
- To ensure fiscal responsibility, Chartiers Center has a robust accounting department that completes monthly financial reports for the program. The CFO, CEO and Supervisory staff will review all financial reports at least on a monthly basis.
- Chartiers Center has completed the Minority, Women, Disadvantaged Business Enterprise (MWDBE) process to identify appropriate vendors which will expedite the initial purchasing of the items and work that is required to successfully equip the program. MWDBE vendors are listed in the attachments.
- Dollars identified for leased units and rental assistance will be used to support housing costs.
- Dollars identified for supportive services will be used for salary and benefits for one (1) Housing Navigator, a small percentage of the Program Director and supervisory staff attached to the Permanent Housing Programs, and one (1) part-time Fiscal/Administrative Support staff.
- Supportive Services will also cover costs for child care, utilities, and client transportation.
- Dollars identified as operating will be used for the following:
 - Electronic Health Record (EHR) access
 - Contracted computer services including support from our outsourced IT Company, computer equipment for staff, and signature pads.
 - Cell phones and mi-fi's
 - One (1) vehicle and corresponding expenses including insurance, fuel, and maintenance
 - Office Supplies.
- Space cost is minimal due to staff being mobile except for supervision, training, and meetings.

18. Describe how your organization will meet the required 25% matching funds.

Chartiers Center will provide the following services and supports for which funding is not included in this RFP. We are proud to offer this so that we may expand our services so that more individuals and families who are homeless or disabled have the potential to transform their lives.

The total financial, services, and supports available to Projects 1 and Project 2 from Chartiers Center is \$142,118.00. This is in excess of the 25% of the total grant amount of \$559,302.00

1. Blended Service Coordination	\$ 91,760.00
2. Supervisory Oversight	\$ 14,301.00
3. Mary's Market Food Support	\$ 3,010.00
4. Training	\$ 600.00
5. RTP Diversion Services	\$ 15,000.00
6. RTP Casefinding	\$ 564.00
7. Chartiers TSR	\$ 10,000.00
8. Clerical Support	\$ 3,627.00
9. <u>IT and Communication Devices</u>	<u>\$ 3,256.00</u>
TOTAL	\$142,118.00