



Allegany County Department of Human Services

RFP Response Form

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

PROPOSER INFORMATION

Proposer Name: East End Cooperative Ministry

Authorized Representative Name & Title: Rev. Kellie Wild, IMPACTS Program Director.

Address: 6140 Station Street, Pittsburgh, PA 15206

Telephone: 412-345-7131

Email: revkelliew@eecom.org

Website: www.eecom.org

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

Date Incorporated: Dec 8, 1970

Partners and/or Subcontractors included in this Proposal: None

How did you hear about this RFP? DHS

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Carole Bailey	412-345-7117	caroleb@eecom.org
Contract Processing Contact	Kellie Wild	412-345-7131	revkelliew@eecom.org
Chief Information Officer	Click here to enter text.	Enter number.	Click here to enter text.
Chief Financial Officer	Julie Upvall	412-345-7127	julieu@eecom.org
MPER Contact*	Julie Upvall	412-345-7137	julieu@eecom.org

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

BOARD INFORMATION

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

Board Chairperson Name & Title: Stuart Miller, Board Chair

Board Chairperson Address: [REDACTED]

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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.

We have provided a reference for a partner agency individual who can attest to our ability to communicate and work with external partners and two Participants who can directly attest to the work that we do with our Participants in moving them towards independence and our case management services.

Brian Motous – Pittsburgh Mercy – [REDACTED]
[REDACTED]

Dina Anesin – Former Participant – [REDACTED]

Denise McClendon – Current Participant – [REDACTED]
[REDACTED]

PROPOSAL INFORMATION

Date Submitted 4/18/2019

Amount Requested: \$552,717 as indicated in the charts below plus the remainder of the residual contracts per the RFP.

Proposal Abstract:

Please limit your response to 750 characters

EECM, an established provider in the homeless CoC, proposes to be the Replacement PSH provider for the leasing and rental assistance programs indicated in this RFP. The IMPACTS Program, which is the department in EECM that operates the housing services, has strong, knowledgeable leadership and skilled and dedicated staff. We have nine years of experience providing PSH and fully embrace a housing-first model. Through our years of experience working with scattered sites programs we have built a network of landlords and will be able to get both programs to full capacity quickly. Additionally, our programs have strong, continuous-quality improvement processes necessary to meet performance standards for services, data entry, and financial responsibility.

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

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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 - Attached
- Allegheny County Vendor Creation Form - Attached
- 3 years of audited financial reports - Attached
- W-9 - Attached

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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.

EECM has provided housing and supportive services to individuals who are homeless for 36 years. Our housing services range from emergency shelter through Permanent Supportive Housing (PSH), which we have been providing for nine years. We operate both facility-based and scattered-site housing and have cultivated good relationships with multiple landlords. Our case managers help Participants address the challenges they are facing as each family or individuals works toward their highest level of independence. We fully understand the many challenges that families and individuals face when they are experiencing homelessness. Our supportive services include accessing non-cash benefits, income acquisition, employment and education services, housing searches, connection to appropriate resources such as mental health and recovery related services. Each Participant received individualized services and specific care plans based on their wants, strengths, and needs. Because we operate both single adult and family programs we are well versed on the different needs of the various populations represented in this RFP.

Our goal is to operate all of our housing programs at capacity with vacancies only occurring when we have openings and are waiting on processing referrals from the LINK. For example, we have been low on referrals to the Orr program (which is classified as an emergency shelter but is a medical respite) and so we opened those beds to individuals from the traditional emergency shelter so that we did not have empty beds. Our transitional Bridge housing program has seen the most issues with capacity as we recently moved the program and combined it with another program. This caused a decrease in the number of beds that we were able to fill for a brief time and we have worked very closely with the LINK to return that program to full capacity. Because EECM works hard to maintain its capacity, we do not typically return funding to the County for any of our housing programs.

Current Housing Programs	
Program	FAITH
Population Served	PSH – Families with disabilities
Number Units/Beds	27/82
Annual Budget	\$485,348
January Utilization Rate	100%
April Utilization Rate	96%
July Utilization Rate	100%
October Utilization Rate	96%

Unless we are transitioning units we operate at 100% occupancy.

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Current Housing Programs	
Program	Emergency Shelter
Population Served	Adult men and women
Number Units/Beds	1/17
Annual Budget	\$266,689
January Utilization Rate	159%
April Utilization Rate	92%
July Utilization Rate	118%
October Utilization Rate	150%

Current Housing Programs	
Program	Orr Compassionate Care Center
Population Served	Adult men and women
Number Units/Beds	1/8
Annual Budget	\$152,687
January Utilization Rate	0%
April Utilization Rate	50%
July Utilization Rate	0%
October Utilization Rate	0%

The occupancy levels of our Emergency Shelter and the Orr Compassionate Care Center must be viewed together. When our referrals for the Orr Center dropped off (referrals are not through the LINK), we increased the number of individuals we were serving in the Emergency Shelter through the LINK so that we did not have empty beds while people were in need. This explains the low Orr utilization and the over-utilization of Emergency Shelter beds.

Current Housing Programs	
Program	Bridge Housing
Population Served	Adult Men
Number Units/Beds	1/12
Annual Budget	\$218,494
January Utilization Rate	65%
April Utilization Rate	96%
July Utilization Rate	82%
October Utilization Rate	72%

Bridge Housing utilization rates have been low because of the transition of the program from one location to another and because our referrals through the LINK had dropped off as well. We consistently post our open beds on our bulletin board and work closely with the LINK to keep our utilization rates as high as possible.

- 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).

As an agency that has operated a PSH since 2010, we have extensive experience meeting HUD performance goals and take this expectation of our program seriously. Our current PSH program – FAITH (Families Achieving Independence Through Housing) – strives to achieve

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all of the performance goals (we achieve most of the performance goals set forth) and when we do not, we put measures in place to make sure that we are on track to meet these goals moving forward. For example, the most difficult goal for us to achieve because of the severity of the mental health and addiction issues our Participants experience, has been the employment goal of “20% of Participants are employed”. While we have many Participants who have severe disabilities and are unable to work, we are focusing our attention on new and creative ways to encourage those who may be able to work to gain employment. We now have the employment coordinator working directly with the case manager and meeting the adults at their homes to help them overcome employment barriers and become employed. Another example is that we have consistently met the goal for length-of-time in the PSH program and/or discharges to permanent housing. We have evaluated and reviewed what processes we have in place that have permitted us to consistently achieve this performance measure and then continue those processes that have been working well. Internally, we have set individual program (housing and education and employment) performance expectations based on the Self-Sufficiency Matrix (explained more in a subsequent section). EECM operates on a Continuous Quality Improvement model to improve on the services we deliver to our Participants and to meet the performance goals set forth by HUD, the Continuum of Care, and our organization.

We do not have unresolved monitoring or audit findings for any of our housing programs.

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

While leveraging has not been required in recent years, EECM has worked hard to meet the leveraging goals set forth by the CoC and HUD in past years. With a large grant like the one we currently have, it can be difficult but it is a requirement and so we find ways to meet the goal. We have increased our partnerships with other organizations such as H2O and NeighborWorks to provide not only additional services to our Participants but also to continue to increase and improve how we might leverage funds for our programs should that become a requirement again. As we continue to increase our education and employment services offerings, we will be able to leverage additional services and funds for our PSH 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.

Governance

A volunteer fiduciary board of directors meets 4 times a year. Standing board member committees are committed to: Executive, Audit and Finance, Development, Board Development, Facilities, Interfaith, and Investment. Board member duties and responsibilities include hiring and supervising the President and CEO, approving and monitoring compliance with the annual budget and strategic plan, making an annual contribution to the general fund, and assessing and monitoring the organization’s financial health and its legal, ethical, and mission compliance. Board members serve for up to 3-year terms, and vote on whether to elect nominated members throughout the year. The following board officers, elected annually, comprise the Executive Committee: chair, vice chair, secretary, and treasurer. The Executive Assistant manages board member information, participation, and communication. He also records the minutes of board meetings, as well as

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the recommendations and results of committee meetings and executive sessions. A board list is attached to this application.

Administration

The President/CEO reports to the Board of Directors and issues an annual budget and business plan for ratification by the Board of Directors. The President/CEO chairs weekly meetings with the executive staff (directors), and monthly all-staff meetings. Directors meet with the staff in their departments weekly in one-on-one and group sessions. Directors and other staff members are encouraged to make occasional presentations at the all-staff meetings where each department shares what has been happening in their program areas and what is coming up.

Partnerships

EECM maintains membership and regular participation in industry associations ranging from the East Liberty Chamber of Commerce, the African American Chamber of Commerce of Western PA, and many others. Senior staff attend the annual events of policy makers, advocates, and civic leaders ranging from the YWCA to the Urban League. EECM receives direct support from over 50 congregations and community organizations throughout the Pittsburgh region each year. The President/CEO and the Directors meet with partner agencies to develop strategic partnerships and maintain open communication. EECM would not be able to deliver the many services it does if it did not communicate well with its external partners and leverage their time and efforts.

Financial Management

EECM's finance department is managed by the Finance Director, Julie Upvall, who has been with EECM for over 9 years and has experience in several financial systems such as Solomon, Blackbaud, ADP, PAYCHECKS, QuickBooks, Sage Non Profit, JD Edwards, CPI Payroll, Peachtree, and Microsoft Excel. EECM has received federal funds through Allegheny County for the majority of the years it has been in existence. We recently received favorable government audit results and proved to be compliant with government administrative standards.

Program Management

The IMPACTS Program Director oversees the housing and education and employment programming and has two program managers who assist with the daily operation of the programs, quality assurance, and direct Participant care. The IMPACTS program recently changed its operational structure to include both case managers and a housing specialist whose primary role is helping Participants locate and access housing. The IMPACTS team meets weekly to review Participant progress and to resolve issues and/or concerns. This process also allows for strong effective internal communication and all staff are able to share their expertise for resources for Participants.

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

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The IMPACTS staff all have multiple years of experience working with the homeless population, including families and individuals in both facility-based programs and scattered-site programs. Our scattered-site staff experience includes our current PSH program and previous Penn Free Bridge programs. Our experience is also with both families and individuals and we understand the different dynamics at work in families that are experiencing homelessness versus individuals and the different needs associated with these different populations. We have significant experience working in the school systems with the homeless liaisons to ensure that school age children are doing well. We also teach parents and guardians how to advocate for their children in school and help to locate resources for children.

All of our staff are trained in motivational interviewing, trauma informed care, and mental health first aid and staff who are trained specifically in recovery-oriented systems of care. Multiple staff members have lived experience in homelessness and addiction and mental health recovery.

As part of ramping up the program to operate at full capacity, we expect to hire 2 to 2.5 additional case managers and, in conjunction with our current PSH staff, housing specialist and employment coordinator, with oversight by an IMPACTS Program Manager and the Director, provide professional services to all of the PSH programs. This will equate to approximately 4.5 – 5 FTE (full time equivalent) staff for all three programs (our current program plus the two new programs).

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

We utilize multiple methods for recruiting staff such as Indeed, Non-profit Talent, our agency website and e-blasts to attract qualified candidates. Our staff is also empowered to notify and recommend individuals for our open positions and do so regularly. We have little turnover in the IMPACTS Program because we work closely to identify the areas in which staff are naturally gifted, place them in positions to foster that giftedness and then create individualized professional development plans with that staff person. This, as well as a friendly and caring work environment, has led to highly trained and satisfied employees who feel valued and appreciated for the work they do. Supervisors are trained to identify when staff are struggling and how to provide support to those staff members. We look to identify staff's strengths and goals and for those interested in advancement into management we will promote from within and having a career ladder helps to retain staff. Additionally, EECM offers a competitive compensation and benefit package.

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

Each person upon hire receives an orientation and training on EECM policies and procedures, including program goals and expectations and HMIS and data entry requirements. All professional staff are expected to have training in mental health first aid, motivational interviewing, and trauma informed care within the first year of employment if they do not have this training already upon hire. Each staff person, based on individual strengths, interests, and goals and the goals of the organization, has a professional development plan and we expect all staff to attend training at least yearly. Additionally, training is offered at our weekly care team meetings and quarterly at the IMPACTS staff meetings. These trainings are on topics such as HIV/AIDS, blood borne pathogens, CPR/ARD/First Aid, etc.

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- d. Your organization's plan for staff performance management

Staff receive regular feedback from their supervisors and directors regarding areas in which they are excelling, as well as areas in which they need to improve. EECM focuses on having people work in areas in which they are naturally gifted and then work to support them in areas in which they struggle. Our goal is to have a high-functioning team where each person's strengths compliment the team as a whole and benefit the Participants of our programs. We are in the process of revamping our annual reviews to make these more meaningful to staff performance management and staff development. This is part of our agency's commitment to Continuous Quality Improvement.

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

EECM is well versed in serving the target population of these PSH. Each person/family is assigned a case manager who is primarily responsible for working with the participants to develop and implement their care plans. The case manager will meet with each participant/family at least once per month to review progress toward goals and address any issues or concerns that may exist. The housing specialist will work with the case manager and Participants upon entry to locate housing should the Participant need to move and find other housing and/or upon exit from the program. The employment coordinator also works with the case manager and each Participant who has an employment goal. We have found that it works best to have the employment coordinator do home visits with the case manager to develop an initial employment plan and foster motivation. All of EECM staff are knowledgeable about outside resources and coordinating those services for our Participants. Additionally, at our weekly meetings we share information and needs with the entire care team so that we make sure to bring all resources to bear to help our Participants achieve their goals. EECM case managers take the lead on coordinating care with outside partners to work together for the benefit of the Participants and will provide a space for meetings with the Participants and partners. We follow the idea that if agencies work together for the benefit of the Participant, people move to independence more efficiently and effectively. An example of this is our work with H2O. When we contact H2O to assess one of our Participants, the case manager is available at the home visit to do introductions and provide assistance to the Participant and the partner agency.

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

A smooth transition is paramount for the existing Participants to continue to move toward independence so that their services are not interrupted. The first step will be to meet with the current provider to review Participants' information, current care plans, location of the units, landlords, leases, financial information and to ascertain which Participants are remaining in the program and which would like to move on. Second, we will work with the current provider to meet with as many of the Participants who are staying in the program as possible as a simple means of introduction and to allay any fears or concerns about the transition. Each landlord will be notified in writing about the transition and given the opportunity to ask questions and meet with us as the new provider as well as review lease changes or addendums that are needed. Additionally, all leases under the Leasing Program will need to be transitioned to EECM since we are the lease holder in this program. Rental Assistance leases will need to have an addendum added, at the minimum, since we are assuming the rent payments. The case managers will meet with all Participants to review and update the current

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care plans within the first two months after transition of the programs. Once we make the transition of the current Participants, EECM will then focus on bringing each program up to full capacity and will offer the same high quality services that we now offer. The Program Manager and Director will be responsible for overseeing the smooth transition and will be available for Participants, landlords, and partners to help with any questions or concerns.

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.

EECM currently services a 27-unit, 82-bed PSH program and effectively uses the funds to provide for the full scope of services to our Participants. Understanding that the current program is operating at a lower capacity than for which it is funded, it will be important to bring the programs up to full capacity quickly. Because we currently operate a PSH program, we have experience in understanding the appropriate use of funds and have experienced financial staff who are able to provide the financial information needed so that we can operate the programs efficiently and effectively fully expending HUD funds. The financial reporting we receive allows program management to know how much we are spending on average per month per line items so that we are able to plan ahead and operate within the budget while providing excellent services. Because of the size of the organization, we are able to share staff (e.g. housing specialist and employment coordinator) among multiple programs, gaining the expertise of these staff without having the full costs associated with a single program. This allows for efficient use of staff within each of the programs without wasting resources. Additionally, we use partnerships with other agencies and businesses to access the full scope of services for the Participants. This includes services such as child care, outpatient health services, mental health and substance use treatment, and legal services. EECM understands the importance to the CoC to utilize all funds allocated to the program.

C. Housing Services (15 points)

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

- a. How will your organization maintain the current units?

Our goal is to keep people in their current units to minimize any disruption as the programs transition. As part of this transition from the current provider, we will work with the current Participants and landlords to maintain each unit as is, signing new leases with those in the leasing program and doing a new agreement or addendum with landlords who are receiving rental assistance. This assumes that the current provider has completed the habitability standards checklists and rental reasonableness research. If this has not been completed, we will need to do these items as soon as possible when we assume the programs. Once we take over the contracts from the current provider, we will process rent and/or utility payments (as appropriate) monthly for both the leasing and rental assistance programs just as we do for our current PSH program so that the landlords receive their payments in a timely manner and program Participants are not disrupted.

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

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EECM works very closely with landlords and has good relationships with them. Through the case managers and housing specialists, we are in constant communication with our landlords to ensure that all things are working well. Many of our current landlords have referred their colleagues to us because of the relationship and trust we have built with them. We know how to counsel Participants who are not following the lease to help them come into compliance, utilize services such as H2O to help with mental health issues, and access the other myriad of homeless service providers to maintain the Participant in the unit and to have a good working relationship with landlords. Additionally, we will work with the housing liaisons from the County to help engage new landlords and maintain our relationships with current landlords and will work closely with other homeless service providers to locate and share housing/landlord resources for the benefit of those we serve.

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

In addition to the activities identified in the previous question, we will work with each Participant to help identify the area in which they would like to live within Allegheny County and preferably within a 10 mile radius of EECM for efficiency of staff travel and time. Once we identify the area in which the Participant would like to live, we will provide the Participant with information on available units that we know of from the multiple list we receive, speak with our current landlords, search web based apartment listings, utilize the housing navigators and speak with other providers to see if they know of available units or of landlords who might have available units. Once a Participant has identified a unit, we will complete the habitability checklist and rent reasonableness process prior to EECM or Participant signing the lease (depending on the program). The goal is to locate and access a unit within 30 days of receiving the referral from Allegheny Link.

As a provider who has operated a PSH program for the past nine years, we are very knowledgeable about the rent reasonable requirement. We define "reasonable" as the rent being paid in relation to rents being charged for comparable unassisted units with the same amenities in the same market. The staff documents the rent for three comparable units as defined above. We use online searches for units in the same market or request information from the landlord or management company verifying the rent of comparable unassisted units. This information is kept in each Participant's file.

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

EECM utilizes the HUD habitability standards and completes this checklist prior to renting a unit and then annually thereafter. If a unit requires updates or improvements to meet the habitability standards, we communicate that to the landlord and attempt to get him/her to make the improvements. If the landlord will not make the necessary updates, we will not rent the unit and will need to restart the process. Additionally, we do not expect Participants to live in areas which are not safe that we would not live in ourselves.

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

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We will locate all additional sites within Allegheny County and for efficiency of staff and services prefer that the sites be within a 10 mile radius of EECM which is located in East Liberty.

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.

EECM understands that each individual's and family's strengths and needs are different. Our process is to meet with and assess each Participant wants and goals and the barriers that they have faced to maintain stable housing. For some it may be mental health; for others it may be addiction or overwhelming medical costs because of a child's health needs. Whatever the barriers, our case managers will work with Participants to identify the resources they need to achieve their goals and to locate and maintain permanent housing. For most people, stable housing is the first step in making life-long changes and progress toward goals. To maintain this housing, however, it is important to address those issues that have prevented people from keeping their housing. We provide resources, such as referrals to H2O for untreated mental health issues, addiction treatment programs, access to non-cash benefits and income sources such as disability and/or as appropriate access to education and employment assistance. Case managers understand that Participants most likely have experienced trauma and through a trauma-informed lens will utilize motivational interviewing to help Participants identify their goals, access their internal motivations, and take steps toward those goals. Case managers use a multi-pronged approach to help Participants achieve their goals as identified on their care plan.

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"/>

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"/>

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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"/>

EECM follows housing first principles. For example, in our current PSH program, we have a number of individuals who are struggling with both mental health and addiction issues. When someone relapses, we help them get into treatment. Many of our current Participants have at one time or another experienced at least one of the issues listed above. We do not discharge Participants from the program but focus on helping them overcome these issues through case management and other resources that we can bring to bear on the situation. We fully understand the population and the significant barriers that they face. Having stable housing is a necessity if someone is going to be able to make gains in other areas of his/her life. Stability in housing is the first consideration for EECM PSH Participants.

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.

In establishing supportive services, we first focus on basic needs, such as stable housing, clothing, furniture, food, safety, and security. Once the basic needs are firmly established, we then help the Participants identify additional areas in which they would like to improve or change. As mentioned above, housing stability is a must if Participants are going to be able to meet other goals. Our case management services are of the highest quality, and, through developing care plans with the Participant, the case managers will access internal supportive services, such as our adult education and employment services or EECM's food pantry, and make referrals to outside agencies for child care, legal services, addiction, and mental health recovery and treatment programs, educational resources for children and youth, and income acquisition. Please see the chart below for details about services EECM provides and the services for which we partner with other agencies/providers. The variety of supportive services that a Participant receives is as varied as the Participants in the programs. Each need is different, each set of strengths on which to build is different, each person's ability to participate in supportive services is different and so each care plan and set of supportive services will also be different.

Supportive Services	Provider / Partner
Assessment of service needs	EECM
Assistance with moving costs	EECM
Case Management	EECM
Child care	Partners
Education services	EECM and Partners

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Employment assistance and job training	EECM and Partners
Food assistance	EECM
Housing search and counseling services	EECM/Partners/County
Legal services	Partners
Mental health services	Partners
Outpatient health services	Partners
Substance abuse treatment	Partners
Transportation	EECM
Utility deposits	EECM

E. Performance Outcomes (10 points)

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

EECM's continuous quality improvement process includes both internal performance measures as well as the CoC's performance standards. We continually review our processes for tracking performance to ensure that we are gathering information in a way that provides insight into our ability to meet internal and CoC standards. The information we gather is through HMIS and our internal case management system. We closely review the Data Monitoring Reports we receive from the County and make any necessary adjustments in our services and/or process should we fall short of the performance standards, and we continually strive to meet or exceed the standards. We also use the Self-Sufficiency Matrix internally and have set minimum goals for Participants upon discharge from the program in the areas of Housing, Employment, Life Skills, Mental Health, Substance Use, Income and Food. We compare the Matrix scores at discharge against our pre-established performance standard scores quarterly. The IMPACTS team reviews the performance data quarterly identifying both strengths and weaknesses. Following the review, we then make programmatic adjustments as needed to work toward achieving any outcomes for which we fell short.

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.

The case managers for the PSH program are responsible for managing the bulletin board through HMIS and Allegheny Link. An IMPACTS Program Manager reviews this activity to ensure compliance with the requirements. When we know we are going to have an opening/vacancy because of a planned exit, we contact the LINK to get someone onto our bulletin board so we can minimize the time between a Participant who is exiting and the one who will be entering the program. Once we have a referral through HMIS, we contact them to set up the initial intake into the program and ascertain the preferred neighborhood so that we can initiate the housing search. We encourage the Participant, as a life skill, to search for housing and will assist them as needed to locate and secure appropriate housing.

As discussed above, we have a robust system in place to meet the 30-day requirement. On those rare occasions, when there are known or unforeseen issues that may prevent a Participant from securing housing in the 30-day requirement, we are in close communication

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with the County to minimize any issues and secure housing as quickly as possible. For example, we recently had a referral for a Participant who, not long after we received the referral, entered into an inpatient rehab stay. As an agency that practices housing first, we have secured housing for this family but they will not be able to take occupancy until after the 30-day window. Especially in difficult circumstances, we work very closely with the housing navigators so that we can help Participants secure housing as quickly as possible.

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.

We have been entering data into HMIS since its inception and have developed a strong quality-assurance review to help meet the data entry requirements.

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

Our strategy for entering information within the required time frames has changed over the years as we have strived to correct any areas in which we are not at 100% compliance. In our PSH programs, the case managers are responsible for managing data entry in HMIS including entry, exit, and annual assessments. An IMPACTS Program Manager is then responsible for doing quality assurance for HMIS data entry for completeness and timeliness. The IMPACTS Program Director is ultimately responsible for ensuring compliance with HMIS data requirements. If we find that we are not at 100%, we identify what happened and then implement a corrective process so that we can become 100% compliant moving forward.

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

The data quality report is a great tool that we use to determine if we have missing data and double check the accuracy of our information. For example, if we did not have the information needed at intake (e.g child's SSN) the data quality report is a secondary reminder to enter that information into HMIS when we receive it. Our process requires that the IMPACTS Program manager access the data quality report at least quarterly. If we find there is an issue, we will access the report more frequently to ensure that our processes for data entry have been corrected and we are at 100% compliance.

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.

Program management will receive monthly financial statements from the finance department so that both departments can monitor utilization of the funds. We also have an authorization process with the use of vouchers to monitor and regulate spending within the

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approved program budget. Each voucher must be approved by the program director prior to spending agency funds. This process allows us to have checks and balances in place to ensure that funds are expended in a fiscally responsible manner and in a way that effectively utilizes funds within the scope of services.

Additionally, knowing that funding for the program is a limited resource, we work to garner appropriate partnerships to leverage other funding sources to provide supportive services to our Participants. For example, EECM uses NeighborWorks to provide financial education and credit counseling to its consumers, leveraging the funding that NeighborWorks receives to provide this service.

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 plan for Program 1's full budget (Spring 2019 through June 30, 2020) and Program 2's budget for November 1, 2019 through June 30, 2020. 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.

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	\$382,672 Should be \$384,672
Admin (up to 7%)	\$22,356
Total Assistance Plus Admin Requested	\$407,028
Cash Match	\$29,607
In-Kind Match	\$6,000
Total Match	\$35,607
Total Budget	\$442,635

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Program 2 Budget for Nov. 1, 2019 to June 30, 2020	
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%)	\$7,649
Total Assistance Plus Admin Requested	\$145,689
Cash Match	\$32,423
In-Kind Match	\$4,000
Total Match	\$36,423
Total Budget	\$182,112

Budget Narrative Program 1 & 2: Budget amounts are approximates and a more detailed budget will be determined when a start date is assigned and we are able to obtain the original housing budgets for unit and bed sizes and factor in current FMRs. We do not anticipate changing the budget allocations in the charts above. Additionally, for the efficient use of funding dollars, our staffing plan includes staff shared among all PSH programs that EECM would operate and so we have combined the supportive services line items below.

Program 1 - \$264,600 in Leasing dollars will be spent on rent/utilities based on the lower of FMR and Rent Reasonableness and any appropriate security deposits. Operating funds for Program 1 - \$37,800 will be used for eligible expenses such as electricity, gas and water, furniture, and other maintenance or repairs of leased structures that are not already covered by the lease.

Program 2 - \$96,664 in Rental Assistance will be used for rent payments, following the requirements of FMR and Rent Reasonableness and eligible operating costs such as utilities, security deposits or other eligible expenses such as staff time for carrying out services related to renting units.

Approximately \$100,000 of the Supportive Service line items from Program 1 and Program 2 will be utilized for wages and benefits for staff/case managers. Because staff will work across our PSH programs, staff will keep detailed records of the time spent in each of the programs to ensure that costs are appropriately charged. The additional \$23,000 of the supportive service line items (Program 1 and 2) will be for other eligible supportive-services' expenses such as mileage, cell phone reimbursement, Participant transportation, education and employment services, housing application fees. The administrative amount is shared between the county and the provider and for us would cover the cost of finance and human resource personnel time specifically associated with the operation of the PSH programs.

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

As noted above in the budget, matching funds are included as both cash match and in-kind. Cash match is from eligible agency expenses not covered under the grant amount, such as accounts payable/receivable, finance director, building expenses for offices, allowable supportive services such as our food bank or employment services and/or unreimbursed operating expenses. The in-kind amount is what we expect to have from our work with

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programs such as H2O in home services through Chartiers Center and GED services provided from the Goodwill. MOUs will be put in place for all service providers should we receive the PSH contracts identified in this RFP.