



Allegany County Department of Human Services

RFP Response Form

Youth Homeless Demonstration Program (YHDP)

PROPOSER INFORMATION

Proposer Name: Auberle

Authorized Representative Name & Title: Darla Poole, COO

Address: 1101 Hartman St., McKeesport, PA 15132

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.auberle.org

Legal Status: State or Local Government Instrumentality of State or Local Government
 Non-Profit Organization

Date Incorporated: 1992

DUNS Number: 879379139

Partners and/or Subcontractors included in this Proposal: Jeremiah’s Place, Persad Center and Center for Victims have all submitted memorandums of understanding regarding their partnership in the facilitation of the three YHDP programs Auberle is proposing.

How did you hear about this RFP? *Please be specific.* Auberle discovered this RFP on the Solicitations page on the DHS website.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	John Lydon	[REDACTED]	[REDACTED]
Contract Processing Contact	Darla Poole	[REDACTED]	[REDACTED]
Chief Information Officer	N/A	Enter number.	Click here to enter text.
Chief Financial Officer	Keith Gardner	[REDACTED]	[REDACTED]
MPER Contact*	Terri Suhre	[REDACTED]	[REDACTED]

* [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

RFP for a Youth Homeless Demonstration Program – Main YHDP Response Form

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

Board Chairperson Name & Title: Robert Coury

Board Chairperson Address: One PPG Place, Suite 600, Pittsburgh PA 15222

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.

Dr. Liz Miller, MD, PhD, FSAHM, Director Division of Adolescent and Young Adult Medicine Medical Director

[REDACTED]

[REDACTED] Previous At Home and 412 Youth Zone Participant

[REDACTED] Previous At Home Participant

PROPOSAL INFORMATION

Date Submitted 5/1/2020

Amount Requested: \$1,149,033

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, HIPAA and Pennsylvania's Right-to-Know Law.

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.

Choose one:

RFP for a Youth Homeless Demonstration Program – Main YHDP Response Form

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

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
- Program Response Form(s) for each Program proposed

RFP for a Youth Homeless Demonstration Program – Main YHDP Response Form

REQUIREMENTS

Please respond to the following and submit only one Main YHDP Response Form, even when proposing more than one Program.

Each Program will be scored separately. To score each proposed Program, your score from the Main Response Form will be added to your Program score. The total combined possible score for each Program is 135 points. Your response to this section should not exceed 5 pages total.

Commitment to YHDP Vision and Principles (15 points)

1. Describe what makes your organization uniquely qualified to provide services to youth experiencing homelessness in Allegheny County. Please include evidence of a positive track record in helping transition age youth experiencing homelessness obtain safe, stable and reliable housing.

Auberle's decades-long involvement in providing services to homeless youth gives us unique experience in fulfilling the vision of the Youth Homeless Development Program. Currently, Auberle operates the rapid rehousing program, At Home, and our 412 Youth Zone, which provides drop-in services to young people ages 16 to 24 transitioning out of the foster care system and/or experiencing homelessness. Our philosophy in working with young people is strengths-based, meaning that we help youth develop their strengths to become capable of fulfilling positive paths forward in their lives.

Our At Home Program, launched in 2018, maintained a 95 percent positive exit from its program in its first year, placing single young people ages 18 to 24 in permanent housing. Our case manager was able to register all participants to receive health insurance and cash and non-cash benefits. One participant, Jaquayy, was experiencing unstable housing after leaving her life in Atlanta. With our case manager's help, she was able to stay off the streets, go to school and maintain permanent housing to now have a full time job doing something she loves. She was so touched by her At Home case manager, she invited her to her graduation. She is just one example of the people we've been able to touch through this program.

Our 412 Youth Zone has been fundamental in helping hundreds of youth gain the life skills and resources needed to achieve stability and purpose in their lives. Our outcomes for 2018-19 point to the success our program has had. Ninety percent of the homeless youth involved with the 412 Youth Zone were able to achieve stable housing within three months of working with us. Eighty-four percent of youth positively exited our programs. We pride ourselves on the fact that we hire youth-centric staff with a proven ability to meet youth where they are, which helped us to support our participants' achievements.

2. Describe how your organizational culture engages youth as leaders and decision-makers, including the specific strategies you use to promote youth voice.

Auberle engages youth voice in all aspects of its programming, from the beginning of a new program's development and throughout its facilitation. In fact, before the creation of this RFP response, we sought the advice of the youth involved in our 412 Youth Zone. We asked them questions concerning their own challenges with homelessness and the housing process, as well as any barriers to inclusion that they faced along the way. We also seek to hire two Peer Counselors for two of the programs we propose in this application to ensure that a peer voice is routinely present in all discussions concerning programming.

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Auberle's 412 Youth Zone is a great example of our dedication to promoting youth voice. Every aspect of the program has had input from the youth we serve. Participants of the 412 Youth Zone meet regularly as part of ACDHS's Systems Improvement Through Youth (SITY) Advisory Council. Because of recent focus groups with our youth and ACDHS, we changed our assessment and goal planning process. We learned that youth were generally not invested in a typical systems approach to goal planning and devised a way to make the process more organic and comfortable to the youth involved. Therefore, instead of having a formalized goal setting plan, the youth work more fluidly with their Youth Coaches to come up with goals without a set process in place. Each individual youth's plan for goals is individualized, with the format and process depending on what the youth feels comfortable with. Our work with ACDHS's SITY council inspired 412 Youth Zone to create its own youth advisory board which began meeting in February. We use the board to allow youth to communicate what services and activities would best help them or interest them.

3. Describe how you will ensure that the proposed Programs are delivered in ways that reflect the principles of Trauma-Informed Care, Positive Youth Development, Equity and Inclusion, and Housing First.

Auberle is a trauma-informed agency which follows the Sanctuary model and trains each of our staff to be cognizant of the behaviors of a person who has undergone various levels of trauma. Our focus is on guaranteeing physical and emotional safety, maintaining boundaries with participants and staff, prioritizing self-empowerment and choice, and collaborating with participants to ensure their sense of trust and power. We also make certain that each of our own staff are aware of their own traumatic experiences and how triggers may present challenges to working with participants of our programming. We present to our staff ways to mitigate the effects of vicarious trauma they endure as they interact with participants.

For nearly 70 years, Auberle has been a youth-focused human services agency that has helped thousands of young people recognize their strengths to overcome their challenges. We employ harm reduction strategies to reduce negative consequences associated with risky behaviors. Positive youth development always involves compassion and respect on the part of our staff members. Youth are given the option to decide their own path forward with guidance from our team. Nothing is heavy-handed in how we deal with the people in our care; we know that to build their own sense of empowerment, they must learn to rely on their own strengths and judgment. We help them with forming those strengths to stabilize and grow.

Auberle appreciates that both our staff and the people we serve have a wide range of identities and backgrounds and that to effectively serve each client, it is crucial for our staff to be culturally competent and culturally humble. As noted, we recognize that each person is unique and complex, and we defer to our clients as the experts in their own lives. We have spearheaded several culturally inclusive programs over the past decade. For example, our GATE/BLOOM and GOAL residential programs were the first in the state to offer transgender services. To build on this, Auberle's staff receive trainings that teach the basics of cultural diversity and SOGIE (Sexual Orientation, Gender Identity and Expression).

Auberle remains committed to the Housing First philosophy, knowing that providing a home for someone and meeting their basic needs comes before all else.

Organizational Experience and Staffing (30 points)

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1. 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.

Auberle's executive team is comprised of the CEO, COO, CSO, the Director of the 412 Youth Zone and Housing Services, and the Director of Facilities, Operations and the Employment Institute. These YHDP programs will be part of our Housing department and will be supported by the entire agency. Our Employment Institute, the 412 Youth Zone, our Behavioral Health Department and all other Auberle programs and supports will flow into this initiative. Our Development Department will provide marketing expertise and support in recruitment of volunteers, landlords and partners, as well as communication about the positive impact of the program.

Evidence of our successful internal communication efforts can be found in the results of our employee engagement survey. One primary aspect of the survey is for staff on all levels to provide feedback on how much they feel connected to our mission, engaged in the agency and to what level they feel they are key stakeholders in the direction of the organization. Every year, our survey results are consistently above average. We target teams that show the lowest scores on the survey to evaluate what can be done to improve them. Additionally, the agency holds regular all staff meetings where staff members can submit questions to executive team for responses. Our strategic planning process starts with members of the executive team going to every single team to find out what their key challenges are and where they see areas of growth. We start from the bottom up to make sure that all staff have a voice in the direction of the organization. The Sanctuary Model that Auberle adopted several years ago places high value on internal communication. Tenets like democracy and open communication are key elements of our philosophy. They encourage a free exchange of ideas and feedback across all levels of the organization.

Strategic partnerships are at the heart of everything that Auberle does. We work with outside agencies in both the corporate and nonprofit sectors as well as healthcare providers and universities. At the 412 Youth Zone, we brought together over 80 strategically chosen partners to bring the vision of a one-stop center for foster care youth transitioning out of the system. Our Employment Institute, an award-winning workforce development program, is another example of our expertise in bringing together outside partners to achieve positive outcomes. We currently have over 100 employer partners in the Employment Institute. Those corporate partners train our youth, hire our youth and provide funding for the program. They do this because they believe in our approach and have seen the positive results firsthand. The program also has over 80 partner agencies that regularly refer their youth to the Employment Institute. At Auberle, we realize that we cannot be experts in everything that our participants need. So we rely on our extensive network of friends and partners to achieve the absolute best for our participants. Allegheny County Department of Human Services has proven to be one of our strongest partners. Through candid conversations and by creating a collaborative relationship, we have been able to work together to change the lives of thousands of young people and their families.

Auberle has worked with numerous government and foundation entities for decades. Our reputation is solid and our accounting system is established. The finance department of Auberle is overseen by a Finance Committee which is made up of members from some of the largest banks, law firms, public accounting firms and universities in the area. Additionally, an annual certified audit is conducted each fall that utilizes the A-133 format. Auberle consistently receives an unqualified audit each year.

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2. Provide evidence of your organization's crisis response systems, including the ability to provide compassionate and appropriate supports to youth experiencing a behavioral health crisis, violence or sexual exploitation.

We know that crises involving behavioral health, violence and sexual exploitation require swift action, as the 412 Youth Zone's Youth Coaches, teen foster care workers and Homebuilders therapists respond to these kinds of crises 24 hours a day. We currently use the Adult Needs and Assessment Tool and Columbia Suicide Assessment scale to determine a young person's mental state.

When a crisis rises to the level of harm to the participant, we have emergency plans that our staff are trained to employ. We developed a Mental Health Crisis Plan with levels of threats designated and ways our staff should respond based on the risks involved. In any life-threatening physical or mental health crisis, our staff know to call 9-1-1 immediately or to take our participants to the emergency room. For sexual exploitation or assault we often refer and connect to Pittsburgh Action Against Rape (PAAR) and help participants get to their drop-in center. Our relationship with PAAR has worked well in these cases. With cases of violence, we coach young people on their options, including making police reports, connecting to services like therapy or working with an organization like Center for Victims. If these crises are not life-threatening but are still affecting the participant's ability to function, staff will transport them to an urgent care or crisis center. When possible, we encourage the young person to use the safety and crisis plans we develop with them from the beginning of their time with us to help stabilize them. We will always respect the self-determination of the client and listen to their needs and desires for resolving a crisis.

3. Please reflect on any areas in which your organization stands to grow or improve, including your plan for addressing them.

Auberle recently finalized its 5-year strategic plan, which laid out a framework for improvement in the diversity and inclusivity of staff and our Board of Directors; the integration of neuroscience into the foundation of all our programming; the streamlining of our data management processes; and the involvement of all our staff in goal-setting and tracking processes. Our Chief Strategy Officer and Continuous Quality Improvement Associate regularly engage with staff and the executive team to identify ways in which these objectives can be carried out. Their leadership and collaboration gives us confidence that our goals will be achieved to improve the organization's operations.

4. Provide evidence of your experience and success in meeting standards for managing data with HMIS (or similar data management systems if you have not previously received CoC funding or are a victims' services provider).

Through our At Home, 412 Youth Zone and Family Emergency Shelter programs, Auberle case managers have experience in entering data into HMIS. Currently, our policy is that we enter the participants' data within 24 hours of enrollment, we then complete monthly, yearly and/or exit assessments. Even though we are only expected to conduct quarterly assessments, we find that doing it monthly keeps everyone focus on positive outcomes and maintains accuracy. We also review for modifications by the 25th of every month and correct HMIS data when necessary. We will maintain that same level of diligence for YHDP programs, as well. One of the keys to Auberle's success is using data to evaluate our effectiveness. For that reason, we understand the importance of accurate and timely use of HMIS and will remain committed to being a top performer in that area. Auberle staff are trained to maintain confidentiality and privacy in all record keeping and follow all HIPPA policies and procedures.

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5. Describe your strategy for hiring, training and retaining high quality, diverse staff with exceptional youth engagement skills.

We plan to obtain staff members of different ethnic, racial, and cultural backgrounds as we have done with our other programs by doing intentional recruiting to attract individuals from a variety of backgrounds to best serve our diverse client populations. Auberle is committed to obtaining staff members who not only meet the education and training qualifications for these positions, but also staff who are culturally humble and aware of the unique needs of the populations we serve. Auberle considers candidates with lived experience highly desirable in all its programs. Many of our staff work in the communities in which they reside, giving them a level of client understanding that helps break down barriers to communication. Auberle plans to ask candidates questions that give an idea of their depth of compassion and empathy, as well as the methods by which they connect with clients. The organization understands that trainings and certifications are important, but the ability for a case manager to connect with their clients is crucial for a successful outcome. We will demonstrate that experience working with youth with diverse needs is essential to performing the job.

Auberle staff are encouraged to recommend qualified candidates for employment. Employees receive a bonus when a referred candidate successfully completes their introductory period. With nearly half of our staff being from the targeted communities – we are confident our hiring will reflect the communities we will serve. Auberle advertises in every possible venue. We are able to market our status as Agency of the Year to attract the most talented candidates. We use local Universities, Colleges and Web based engines such as Indeed, Our web site, our electronic sign, our business partners, and Non-Profit Talent. We invite ALL eligible candidates that meet the minimum requirements of the job to a Group Interview. This allows us to meet and screen as many candidates as possible. Auberle intends to offer a competitive compensation package for each of the new team members that is reflective of the staff's experience and credentials.

At Auberle, we expect our employees to be lifelong learners, able to take in new information and apply it to the work they do with clients. Even after we hire qualified, experienced candidates, they still have more to learn. In order to support our staff, Auberle provides robust training opportunities so our staff can continuously build the knowledge and skills they need to do this work. All staff are required to complete training hours.

Our record of staff retention is high. We survey our employee satisfaction regularly and by external sources such as the Pittsburgh Post-Gazette annually. Our scores are consistently high and we are ranked a Top Place to Work year after year. Our Mission commitment scores are exceptional and it is apparent that our employees are here to change lives – not just to collect a paycheck.



Allegheny County Department of Human Services

RFP Response Form

Youth Homeless Demonstration Program (YHDP)

Proposer Name: Auberle

Mobile Prevention and Diversion Program Supplemental Response Form

Complete this Supplemental Response Form if you are proposing to provide a Mobile Prevention and Diversion Program. The length of your complete Mobile Prevention and Diversion Supplemental Response Form must not exceed 12 pages.

Program Strategy (50 points)

1. Provide a unique name for your Mobile Prevention and Diversion Program. (If you are proposing multiple Programs, each Program must have its own unique name.) Note that it cannot be called “[Your Organization’s Name] Mobile Prevention and Diversion Program.”

Housing Options Promoting Empowerment or HOPE

2. Describe your strategy for conducting outreach to identify youth at risk of or experiencing homelessness, including key partners and communication strategies.

We will first make sure that all youth that we serve at Auberle are aware of this program. Through the 412 Youth Zone, Employment Institute and our behavioral health services, we encounter 2,000 youth per year at least. Many of those young people encounter instability in their housing for a variety of reasons. We also have Mobile Outreach Youth Coaches at the 412 Youth Zone who go out into the community to connect with youth who are eligible for the Youth Zone but are still disconnected. Those Youth Coaches will be terrific ambassadors for this program as they encounter youth in their community each and every day.

We also know, through experience, that young people are the greatest ambassadors for our programs and are tremendous assets in recruiting. We will employ a young person as a Peer Counselor full time who, among other tasks, will assist with outreach and youth engagement.

We will also tap into our current relationships and partners. The 412 Youth Zone has 80 partners. Some other partners that we have strategized to reach out to about this program is Allegheny County Jail Re-entry pods which we already visit twice per month around employment and training needs. We are in every single probation and Community Intensive Supervision Program office in Allegheny County for four hours every week. We have relationships with school districts across Allegheny County and provide school-based mental health and the Student Assistance Program in Duquesne and Bethel Park. We will continue to work closely with the guidance counselors in schools to make sure they are aware of the program and how to make referrals.

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The Employment Institute currently has eight contracts with Partner4Work, making us one of their top youth providers. We will ensure their staff are aware of this service and will disseminate information to all of the providers in their network. The Employment Institute also partners with Buhl and One Northside to provide all employment and training needs to the 18 Northside neighborhoods. The Service Coordinator for One Northside, Thrive18, refers job seekers to the Employment Institute on a weekly basis. We will make sure that they are aware of this diversion service and the process for making a referral when they receive a call for housing help.

We have connections with the University of Pittsburgh, California University, Carlow University and Chatham University. Part of our outreach strategy will be to communicate with local colleges and universities to help them with referrals to keep their students from experiencing homelessness. We have already spoken to Persad and Hugh Lane about this proposal who are supportive and have agreed to make referrals for youth they encounter that would be appropriate.

If some referrals come from Allegheny Link, we feel comfortable accepting those and reaching out to the young person immediately. Our goal will be to meet with them within 24 hours. At Auberle we provide several programs that require rapid response and we are skilled and comfortable in delivering that. The Homebuilders program for families experiencing crises, the At Home Rapid Rehousing Program, the 412 Youth Zone, the Employment Institute, our Foster Care Programs and Behavioral Health all require rapid response once contact or a referral is made. We know that rapid response is essential to this program as it is with all of our programs for youth in transition. Word of mouth and maintaining a positive reputation will be a powerful tool for outreach for this program.

3. Describe your strategy for ensuring rapid, mobile response to youth once identified or referred for services. Include proposed locations where services will be provided and strategies to mitigate transportation barriers for youth.

Auberle will set up a response protocol modeled after our successful crisis in-home programming and mobile intervention for young people with serious emotional/behavioral disorders (SEBD). This includes an identified individual to receive referral phone calls and a team approach so that someone is always available to quickly make contact with the young person. We always ask the referring person or entity what the preferred mode of communication is or the most successful one. So if a young person referred never answers phone calls and prefers texts, we will contact them via text. Services will be provided in the location most convenient to the young person. If they are currently in a location that they do not want us to go to we will suggest alternate locations including a public space, the 412 Youth Zone downtown Pittsburgh or one of our several Eastern Pittsburgh locations or Mon Valley locations. We will provide transportation as needed to engage the young person without enabling them.

4. Describe how you will assess youth strengths and needs and provide direct services and referrals to help youth secure safe, stable housing. Include a description of proposed follow-up services to ensure youth remain stably housed.

When we meet a young person for the first time we will engage them in conversation about their life while practicing active listening and other motivational interviewing principles. It is critical to begin

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building rapport and trust at the initial meeting. At the first meeting, we will support the young person in completing a Relationships Circle Diagram. This helps the young person identify the people in their lives and how they show up for them. The diagram also will identify other professional supports that young person is already working with so that we can effectively collaborate with the young person's permission. It is important at the first meeting that we understand the young person's most emergent needs and support them in creating a plan to have those needs met. We will assist the young person in identifying resources that are targeted to support them in meeting their needs. We will utilize resources like our knowledge and experience, 211, and Big Burgh to provide options to the young person as well as teaching them how to find and access resources.

We will be sure to schedule our next follow up with the youth at the end of the first meeting. The timing of the next meeting will be dependent on the young person's individual needs and preference. Ideally, we will touch base daily until the young person's housing has stabilized. Additionally, we will use the Casey Life Skills Assessment with the young person to help them identify areas that they have strong skills in and areas that they need help in. The Casey Life Skills Assessment will be completed in the first 30 days. Additionally, we will use various decision making tools to help young people think through their circumstances, options, and opportunities to ultimately make the best choice for themselves. The benefit of using a tool is that it adds a visual component to the conversation and is something the young person can refer back to while they are contemplating their options.

5. Describe your proposed strategies, including any relevant community partnerships and programming, to help youth achieve the following outcomes:
 - a. Permanent connections to caring adults, peers, community networks or other natural supports

Auberle has a vast array of experience in connecting our young people to the supports they need. At the time of intake we discuss connections to other individuals and how they are supportive of the participant. We discuss what support means and identify that supports can be emotional as well as physical supports. We work to introduce individuals to other services/ programs that can be supports and work with people to develop supports within their community. When we move participants into a community we review bus schedules and look at where resources are, such as the library or other community spaces. We discuss hobbies and passions in order to provide information about social activities in the area as well.

We also always ask the referring source (if we are able) what current connections exist for the young person. It can be family members, friends, or any other support that has been involved. We work to strengthen those bonds and make them as positive and productive as possible. We know that some of our young people "burn bridges" over time with people that may have been very positive influences. We ask them if anyone comes to mind as a past support and we coach the young person in rebuilding that relationship.

We are successful at creating positive peer groups. At the 412 Youth Zone we routinely facilitate groups with young people and build camaraderie. Also at the 412 Youth Zone we have established multiple formal and informal provider connections. Some of them are contracted service providers but the vast majority are organizations and groups that care about the young people and want to impact them. The community networks are identified that will most likely benefit the young people based on their strengths and needs.

We have heard many times from young people that we serve that conflict with family or other caring supports has been a significant factor in what them to experience homelessness. We would work with our

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partner, Center for Victims to provide conflict resolution for young people and their families. We believe in letting the youth define family. Ideally, we will be able to support youth and their families with conflict resolution to resolve housing instability.

b. Progress toward education and/or employment goals

We would collaborate with any existing professionals and other supports already working with the young person on employment or educational goals. If the young person is not connected to meaningful supports, we would learn from the young person what their educational and/or employment goals are for themselves. We would share options and resources with the young person so that they can make an informed decision about how they would like to proceed and then we would coach them either call and schedule appointments or make referrals. We would use our connections and partnerships with local colleges and universities to introduce youth to various academic institutions such as the University of Pittsburgh, Duquesne University, CCAC and others.

We will be able to refer all young people pursuing education and employment goals to Auberle's Employment Institute. The Case Manager will provide a warm-handoff to the Employment Institute team to make sure that the young person feels comfortable. The Employment Institute is unique because our programmatic success is found at the intersection of trauma-informed care, direct pipelines to employment in high-demand sectors, vocational training, case management and connection to over 33 supportive services. In short, we address the entire person, invest in their strengths, provide opportunities to earn credentials and create pipelines to meaningful employment for all participants. All Employment Institute programming is designed in collaboration with business and employer partner input. We never train an individual without a job on the other end.

Throughout the duration of the program, youth have access to the Employment Institute's 13 national certifications, including Customer Service and ServSafe Manager the two certifications most completed. Both of these credentials are offered by Auberle staff. Our other credentials include Advanced Customer Service, OSHA 10, OSHA 40 HAZWOPER, Confined Space Entry, Lead Removal, 32-hour Asbestos Abatement, Permit Required Confined Space Entry, RAMP (Food and Beverage), SMARTer Robotics, Google IT Professional Certification and Certified Nursing Assistant.

c. Improved health and social-emotional well-being

We currently have a partnership with Dr. Elizabeth Miller, the head of the Center for Adolescent and Young Adult Health (CAYAH) for UPMC to provide healthcare services to our transition age youth. She also serves as a consultant to us as we develop new programs such as this, and during the Covid-19 crisis, she set up a 24 hour hotline for our staff to use for questions. In our conversation with Dr. Miller around this RFP she suggested that we connect youth with CAYAH spectrum of services which includes the 412 Youth Zone, Care Mobile and their gender affirming care. Dr. Miller also offered that they can provide confidential care to youth without insurance or to those that are underinsured and then work with them to secure health insurance.

Additionally, we practice the Sanctuary Model at Auberle and as a part of our case management we teach young people about the 7 Commitments (Nonviolence, Emotional Intelligence, Social Learning,

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Democracy, Open Communication, Social Responsibility, and Growth and Change) and model them in our interactions and behaviors with young people. We regularly check in with individuals that we are working with about their social-emotional well-being and talk through their stressors and how to utilize different coping strategies. Self-care is critical to a person's well-being. We engage youth in conversations about self-care and how to practice the kinds of self-care that feel right to them. Play and fun is an important part of well-being and we promote that with individuals we serve; it is also a critical component to emotional healing.

We have outpatient mental health and drug and alcohol services at Auberle but regularly make referral to other agencies if the youth requires a service or level of care that we cannot accommodate. Within our range of Behavioral Health services, we also offer art therapy and music therapy. Recently, because of Covid-19, we began to offer telehealth appointments that we hope we will be able to continue to offer moving forward. These services might be attractive to young people because it removes the barrier of transportation and childcare in accessing behavioral health services.

We will hire a Peer Counselor who will be a young person with lived experience for this program. Their role will be integral to help shape and refine our programming and approaches. They will also provide a mentorship or peer-to-peer support for the young people in this program. The Peer Counselor mentor relationship will offer emotional support and accountability in a way unique to that peer-to-peer relationship. They will serve as a sounding board and as a symbol of hope to young people who may be struggling. Shared experience is very powerful which is why Auberle hires people with lived experience and young people as often as we can. The mentoring component will provide another layer of emotional and social supports to help our young people thrive.

6. Provide a schedule for the proposed activities and describe how you will ensure effective and timely implementation of all Mobile Prevention and Diversion Program activities.

If we are awarded this contract in October, we will immediately draft job postings and get them posted before the end of the month. We will place special priority on getting the Peer Counselor position hired first so that they can help shape the program and help to screen and hire the Case Manager and Housing Case Aide roles. By December, we will have extended offers to the top candidates.

In November, we will connect with our partners and formalize plans. We will also continue the feedback loop with the youth that we consulted in the design of this program. It will be important to us to revisit our program design with them and continue to incorporate their feedback.

By January we plan to have our staff trained. At that point we will be ready to accept referrals and we will implement our outreach plan. By late January, we will enroll our first youth. We realize that rapid 24 hour response after a referral is a key performance indicator for this program and also represents best practices in this work. Given the number of programs we have that require this kind of response, we are confident that we can surpass that 95% mark. Our staff use many different communication modes to reach a young person in need. Even during Covid-19 we were providing rapid response to young people in crisis, going to their homes whenever appropriate and necessary.

Staffing (10 points)

1. Provide your staffing plan, including brief position descriptions and qualifications, for your proposed Mobile Prevention and Diversion Program.

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Engagement and building trust with the young people is central to our approach. Specific qualifications around background and education are important but finding staff that match our culture is a top priority. Key to the success of this program and any program that works with youth in transition is the belief that young people are the expert of their own lives. The staff people that amplify the voices of the young people they serve, celebrate their strengths and help them harness their resiliency are the ones that are most successful in building meaningful relationships with young people. Our interview process will place these values at the forefront of the selection process.

We will hire a full-time Peer Counselor for this program. They will play a central role in helping to refine the program, hire staff, outreach to young people and provide peer support. We often hire former clients or those with lived experience and understand that shared experience can be powerful. The Peer Counselor will co-lead social skill and peer support groups as well. Again it will be central to our approach to hire a young person who has a belief in the young person's ability to make wise choices for their own and to achieve the goals they set for themselves. Ideally, we will hire a young person of color who identifies as a member of the LGBTQIA+ community. We will allow the young person to provide guidance on outreach locations and methods in addition to the ones described in the outreach portion of this RFP. As an agency that employs around 250 people, young people in paid positions with us have opportunities to be promoted into leadership roles.

We plan to hire two full-time Case Managers for this program. We will look for case managers who have at least a bachelor's degree with case management experience especially with LGBTQIA+ youth and youth of color. We will give special consideration to individuals with previous experiences in the system. They will need to have an understanding and experience working with youth using a trauma-informed lens and positive youth development. They will need to be compassionate individuals who believe in the strengths of young people with an ability to collaborate with young people to help them achieve life goals. We will put special emphasis on experience with harm reduction principles as well. Believing that young people are experts in their own lives.

In addition, we will hire a part time Housing Case Aide. We will ask the Housing Case Aide to have a High School Diploma with experience working with young people with a preference for people with lived experience, especially a person of color who identifies as a member of the LGBTQIA+ community. This role will support the Case Manager to ensure that as much Case Management time is spent working with the young person or working to support them. They will serve in a clerical role but also enter data into HMIS and communicate with landlords when necessary. They will also arrange the financial assistance for the youth and arrange for moving costs to be paid.

Partnerships (15 points)

1. Provide a detailed plan for how you will achieve Program goals through collaboration with partners, including with one or more grassroots and/or community-based nonprofit agencies that have expertise serving youth whose identities are often marginalized. Alternatively, describe how your organization provides this perspective and expertise. Clearly indicate what role each partner will play, including services to be provided and the nature of your relationship with the partner (e.g., subcontract, MOU, referral partner).

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Auberle will be able to provide most of the services in the chart below. We have established a relationship with Jeremiah’s Place to help our parenting young people with emergency childcare. Beyond the list below, Auberle has also partnered with Center for Victims to provide, among other services, trauma-focused conflict-resolution. We are working with Persad and Hugh Lane to serve as ongoing “consultants” for our project and to help with the recruitment and training of staff outreach to youth. We will continue our partnership with Dr. Elizabeth Miller to provide medical support and gender affirming services.

- Complete the Supportive Service Plan Chart below. The chart has drop-down lists that provide specific answers for you to use. If your organization or a partner will not be providing a particular service, leave that service blank.

Program Type: Mobile Prevention and Diversion Program		
Supportive Service	Provider	Frequency
Assessment of Service Needs	Your organization	As needed
Assistance with Moving Costs	Choose an item.	Choose an item.
Case Management	Your organization	Daily
Child Care	Choose an item.	Choose an item.
Education Services	Choose an item.	Choose an item.
Employment Assistance & Job Training	Your organization	As needed
Food	Choose an item.	Choose an item.
Housing Search & Counseling Services	Your organization	Daily
Legal Services	Choose an item.	Choose an item.
Life Skills Training	Your organization	Weekly
Mental Health Services	Your organization	As needed
Outpatient Health Services	Your organization	As needed
Outreach Services	Your organization	Daily
Substance Abuse Treatment	Choose an item.	Choose an item.
Transportation	Your organization	Weekly
Utility Deposits	Choose an item.	Choose an item.

Budget (10 points)

Summary and Supportive Services -All Proposers who are proposing a Mobile Prevention and Diversion Program must complete this sub-section

- Provide a budget narrative that reflects a realistic estimate of the costs associated with implementing the Mobile Prevention and Diversion Program over a two-year period. Your narrative should describe how you will effectively use funds to perform the Program services within funding and time specifications.

Personnel: We plan to hire two full time case managers for this program to serve our target of 100 youth. We will pay them \$50,000 plus benefits. We will also hire a Peer Counselor at \$15 per hour or \$31,200. We will also hire a Housing Case Aide who will support both positions through clerical work, data entry and some contact with the young people.

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Supportive Services: The Supportive Services that are not part of personnel that we will charge to this program are \$200 per youth for utility deposits, \$20,000 per youth for emergency supplies like clothing or baby formula, \$400 per youth as needed for moving costs and \$100 per youth for assistance with transportation.

Operating costs include items like rent, IT and maintenance as well as some support for program oversight.

We have charged 7% for admin.

- Complete the Summary Budget Chart below.

Summary Budget – Mobile Prevention and Diversion Program			
Eligible Costs	Annual Assistance Requested	Grant Term	Total Assistance Requested for Grant Term
1a. Acquisition			Enter \$
1b. Rehabilitation			Enter \$
1c. New Construction			Enter \$
2a. Leased Units	Enter \$	Enter Time	Enter \$
2b. Leased Structures	Enter \$	Enter Time	Enter \$
3. Rental Assistance	Enter \$	Enter Time	Enter \$
4. Supportive Services	\$272,720	Annually	\$272,720
5. Operating	\$94,885	annually	\$94,885
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			Enter \$
8. Admin (up to 7%)			\$25,732
9. Total Assistance Plus Admin Requested			\$393,337
10. Cash Match			Enter \$
11. In-Kind Match			\$98,335
12. Total Match			\$98,335
13. Total Budget			\$491,672

- Use the Supportive Service Budget Chart below to provide details on your proposed Supportive Service budget for the Mobile Prevention and Diversion Program. This chart follows HUD's specific budget format.

Mobile Prevention and Diversion Program Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	25% of two case manager plus 5% of the Housing Counselor's time will be spent here annually for 100 youth	\$32,186

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Assistance with Moving Costs	We will offer young people assistance with moving costs once per youth with an average of \$400 per move for 100 youth annually	\$40,000
Case Management	40% of two case manager's time will be spent on case management activities. We have included 70% of the Housing Case Aide's position to support the Case Managers' activities	\$63,104
Child Care	Click here to enter text.	Enter \$
Educational Services	Click here to enter text.	Enter \$
Employment Assistance	Click here to enter text.	Enter \$
Food	Click here to enter text.	Enter \$
Housing/Counseling Services	15% of two case managers, 40% of the Peer Counselor and 20% of the Housing Case Aide will be committed to Housing Counseling annually	\$38,094
Legal Services	Click here to enter text.	Enter \$
Life Skills	10% of both the case managers' time and the Peer Counselor's time will be spent on Life Skills training and support	\$16,400
Mental Health Services	Click here to enter text.	Enter \$
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	10% of both Case Managers, 5% of the Housing Case Aide and 50% of the Peer Counselor will be committed to Outreach Services	\$32,936
Substance Abuse Treatment Services	Click here to enter text.	Enter \$
Transportation	We will provide each youth with \$100 to assist with transportation one time	\$10,000
Utility Deposits + emergency costs	We will provide youth with a one time utility deposit if they need plus \$200 for other emergency items	\$40,000
Operating Costs	This covers items like rent, IT and maintenance as well as oversight of the program	\$94,885
Total Services Requested		367,604

Match (5 points)

A 25% match from the Successful Proposer(s) is required to be documented for all line items except leasing. The match may be cash, through additionally raised funds, or in-kind. Match may not include CoC funding that a Proposer currently receives. If in-kind services are secured from another organization for this match, the organization must have a memorandum of understanding in place prior to the executed contract. Proposers must include a brief narrative identifying planned sources of match. Upon selection, Successful Proposer(s) will be required to provide letters verifying all sources of matching funds.

1. Provide a brief narrative identifying planned sources of match, which may include in-kind or additionally raised funds.

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The majority of our in-kind match resources will come from internal programs such as the 412 Youth Zone, the Employment Institute and Behavioral Health. We have also developed partnerships with Persad and Hugh Lane who will provide staff training and assist with service delivery when appropriate. We already have partnership with Center for Victims and CAYAH who have also agreed to provide in-kind support for this program. Center for Victims will assist with Trauma-focused Conflict Resolution and CAYAH will see youth for medical needs and gender affirming services regardless of their ability to bill insurance.

2. Complete the Match Summary Chart below.

Match Summary Chart – Mobile Prevention and Diversion Program

Summary for Match	
Total Value of Cash Commitments	Enter \$
Total Value of In-Kind Commitments	\$98,334
Total Value of All Commitments	\$98,334

Required HUD Assurances (not scored)

Please identify whether the Program will include the following activities:

- Transportation assistance to clients to attend mainstream benefit appointments, employment training or jobs? Yes No
- Use of a single application form for four or more mainstream programs? Yes No
- Regular follow-ups with participants to ensure mainstream benefits are received and renewed? Yes No
- Will Participants have access to SSI/SSDI technical assistance provided by the applicant, a subrecipient or partner agency? Yes No
 - Has the staff person providing the technical assistance completed SOAR training in the past 24 months? Yes No
- Will the Program quickly move participants into permanent housing? Yes No
- Does the Program ensure that participants are not screened out based on the following items? Select all that apply:
 - Having too little income
 - Active or history of substance abuse
 - Having a criminal record with exceptions for state-mandated restrictions
 - History of victimizations (e.g. domestic violence, sexual assault, childhood abuse)
 - None of the above
- Does the Program ensure that participants are not terminated from the program for the following reasons? Select all that apply:
 - Failure to participate in supportive services
 - Failure to make progress on the service plan
 - Loss of income or failure to improve income
 - Any other activity not covered in a lease agreement typically found for unassisted personal in the Program’s geographical area
 - None of the above
- Will the Program follow a “Housing First” approach? Yes No

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- Will participants be required to live in a particular structure, unit, or locality, at some point during the period of participation? Yes No
- Will more than 16 persons live in one structure? Yes No