



Allegheny 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]

[REDACTED], Previous At Home Participant

[REDACTED]

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:

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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

Rapid Re-Housing (RRH) Program Supplemental Response Form

Complete this Supplemental Response Form if you are proposing to provide an RRH Program. The length of your complete RRH Supplemental Response Form must not exceed 12 pages.

Program Strategy (50 points)

1. Provide a unique name for your RRH 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] RRH Program."

Peace of Home

2. Describe your plan for managing referrals from the Allegheny Link and ensuring Participants are quickly connected to housing.

We request and accept referrals through HMIS and are posted on our bulletin board by Allegheny County Link. We use the information provided by the Link to understand where the person or family is and to understand their current situation. We also review new referrals in Client View to learn additional information about the person and their history of services. We utilize all of the contact information provided to schedule an intake. We attempt to reach out to the person immediately after being notified they have been assigned to us because they have just spoken to Allegheny Link and are likely to answer our call.

We schedule an appointment at the person's earliest availability. This is typically the next day, but on average no more than 2 business days. We are available for appointments early morning, evening, and weekends in order to best accommodate the individual's needs and schedule. We complete the first initial appointment and intake at a location that is convenient for the individual(s). We bring extra copies of all documents for the participant and are able to scan vital documents from anywhere.

We work with the participant at intake to determine the best housing solution for them. We discuss unit size, cost, location, and any other personal needs. We work with landlords that we have established relationships within order to move tenants in quickly. Often participants see units within a few days and can be moved in within 14 days. Our case managers work closely with our finance team to have checks cut for move in within 24 hours and in some cases, the same day.

3. Describe your housing plan. This plan must support Participants in identifying housing and eliminating housing-related barriers, including all service components described in the RFP.

Auberle will provide Rapid Rehousing Services to 15 young adults ages 18 to 24 who are pregnant, parenting or both. This program will also focus on providing opportunities for shared housing whenever the clients identify this as their preference. Every young person will work collaboratively with their case

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manager who will guide the participant throughout the housing process. Our goal is to house participants in an average of 14 days

Case managers contact all new participants within 24 hours of receiving a new referral to have an initial information gathering session and schedule the first in person meeting. We schedule this meeting as quickly as possible and ideally the same or next day. The case manager utilizes active listening skills and other principles of motivational interviewing to ensure the young person's voice is heard and we are learning how they like be supported. The case manager completes our intake paperwork at this first meeting where we gather more about the young person's housing needs, preferences, and non-negotiables as well as hearing about the young person's goals and aspirations for their life. This helps us to begin generating ideas for next steps. Our first focus is to get the individual and their child(ren) housed as quickly as possible while simultaneously supporting short term goals that the individual has already identified as being important to them. This includes making referrals and connecting people to our partners and other community agencies.

We coach the individual on calling about units that they or we together have identified as potentially meeting their needs to schedule viewings. Before attending the apartment viewings, we coach young people on what to look for, questions to ask, and self-advocacy. We attend viewings with the young person together to support them and ensure that the units are safe and meet all inspection and safety standards. After the person has selected an apartment that meets their needs, we move into the leasing phase.

We have built supportive, trusting relationships with several landlords and we continue to build partnerships with new landlords. These landlords understand rapid rehousing and are supportive of the program. Our group of landlords work collaboratively with their tenants and our case managers. The case manager and individual(s) review the lease together. The case manager explains the lease language and answers any questions so that the individual(s) understand the agreement and all expectations of them. After the lease is signed, we provide assistance in the move in process. We encourage the young person to rely on their supports to help them move whenever possible. We provide financial assistance with a moving truck and if necessary, movers. Auberle receives numerous donations a year to assist our housing participants with start up items like furniture, lamps, beds, pots/pans, linens, etc. Additionally, we utilize supportive services funds to supplement to ensure that the young person has what they need to make their new apartment feel like home.

Once an individual or family is housed, we continue to provide case management that utilizes a progressive engagement approach, focuses on positive youth development, and the understanding the young people are the experts on their lives. The case manager meets with individual(s) at least once a month in their home. As we begin to exit people from the program, we will add clients based on new vacancies through referrals made by Allegheny Link.

4. Describe how you will support Participants seeking to share housing with others, and how your organizational structure supports this.

For pregnant and parenting young people, shared housing will most commonly be with a romantic partner. We will support the young person in finding housing that best meets the needs of their young family. We have a great deal of experience working with parents of small children and achieving high outcomes. For example our Stop Now and Plan program has an over 95% success rate for both boys and girls, meaning they show a significant drop on an evidenced-based behavior screening tool. Our Homebuilders team, another evidenced program, work in homes with families to keep children safely at home with their parents (and exceeds the benchmarks for positive exit). We recognize the challenges that

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young parents can encounter especially when compounded with the experience of homelessness or housing instability. The young parents that we serve want the best life possible for their children and building a home as a family is key to realizing that goal.

Our staff believe that young parents are the experts on their children and their family dynamic. If living together as a family, however they define that, is a goal of the young person, we surround them with the support they need to be successful. In order to help keep these young families together, we will offer trauma-focused conflict resolution, connections to the Family Center in their area and warm-connections to Hello Baby. The health and well-being of young mothers is a priority to us and we know that it is also a key element for baby's growing up in a safe and healthy environment. As part of our trauma-informed culture, we also help young people design and practice using a safety plan as well as planning for acute crises and emergencies.

Additionally, we will encourage young couples to think about their support networks and what that may mean for choosing the right neighborhood to call home. Leveraging their own connections and thinking through what people in their lives they can count on for various level of support is something we do with all of the young people we serve. Sharing a living space with a partner and raising young children can result in challenges that some of the young people will be facing for the first time. Trauma and life stressors like employment, finishing schooling and providing for the needs of small children can compound and result in crisis. We see our role as helping the young person to explore their strengths, the powerful of their intuition, their resiliency, their natural supports and the love they have for their children to safely take on life's challenges. Auberle has tremendous experience and success in helping families thrive together and we will use that expertise in this program as well.

5. Describe your plan for providing individualized case management, transition planning and follow-up services to Participants. Please include your rationale for determining which Participants qualify for extended Program participation.

After participants are safely housed, we continue to provide rental assistance and case management as we work to support participants in becoming self-sufficient and relationship reliant rather than system reliant. We recognize the utmost importance that peer, family, and community connections play in a person's life and this is a priority in our case management. We see each participant as an individual with unique ideas, strengths, goals, and areas for growth and development therefore, our case management style utilizes a progressive engagement approach, focuses on positive youth development, motivational interviewing principles, and the understanding the young people are the experts on their lives.

We utilize the information that we have learned about the individual and continue to build on that. We will use the Relationships Circle Diagram and the Casey Life Skills Assessment as engagement tools to help young people plan for their transition out of the program and their continued transition to adulthood. The Relationships Circle Diagram helps the individual think about the people in their lives and the different ways that they provide support and encouragement. The Diagram also provides a visual representation that the individual keeps and can be referenced and updated as their lives progress. The Case Life Skills Assessment is currently used in our At Home and 412 Youth Zone programs. It is a self-assessment that provides a context for young people to think about their skill development across seven domains. The assessment is a great way for young people to recognize their strengths and identify some areas that they have room for growth.

Case managers begin to prepare clients for discharge from the program at the time of intake. We discuss what a client would like in a unit and what makes them feel safe, where they would feel the ability to be most successful, and what being on their own looks like. Throughout the program case management is provided for the participant where they are in the moment. We work with individuals on all aspects of

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what they need to live independently, such as employment, education/ training, life skills such as cooking and budgeting and bill pay. We connect to young people at least weekly to talk about how their week is going, celebrate successes and work through any issues collaboratively. We meet with youth face-to-face monthly or more often as needed.

In the youth focus groups that we conducted as we designed this programming and proposal, we discussed what kind of case management was most helpful and meaningful to them. Their comments reflected that emotional support is key. They need to know that they can trust their case managers with their feelings and that they need to feel safe in doing that. We will remember that youth do not always need us to be problem solvers or to immediately jump in with solutions. Our case manager will be a reliable and consistent person to help the youth process through what they are feeling.

The youth also talked about needing to know that their case manager is not working a 9 to 5 schedule and that they are completely unreachable otherwise. It is Auberle's approach that our case managers have flexibility in their availability to our youth because we realize that issues and crisis do not always come up strictly during a typical eight-hour work day.

Lastly, we know from our vast experience working with youth and something that was reiterated in the youth focus groups is that communication is key. The young people expressed that even if they have to wait for an answer to something, they need to know that their case manager is working on it and exactly where they are in the process of getting answer. It will remain our focus to ensure that case managers are aware of these needs and held accountable to responding to them.

In addition to our one on one case management, we will incorporate group activities to support the participants in their transition to independence. We will choose topics based on participant feedback, request, and need. Some examples include PREP (renter preparedness), financial literacy, cooking, child development, and home maintenance. We will also hold social groups to increase peer support and connection. Also, many of the participants will also be eligible for the 412 Youth Zone and we will refer and connect them so they can also take advantage of those services and group activities.

We expect circumstances to extend the length of rental assistance beyond 24 months to be few in number and consider extensions on an individual basis. At each monthly meeting, the case manager will be evaluating and assessing the young person's circumstances. As a routine part of our case management we are working with participants to progressively take over increasing responsibility for rental payments as the gain stability and independence. We will be aware of the young person's financial capabilities and will be working collaboratively with them so we generally do not expect that an extension would be a surprise or determined to be needed at the end of the 24 months. Two such examples are a participant completing school or a training program and it is not feasible for them to earn adequate money to be solely responsible for their rent or a participant is waiting to be housed through a subsidized housing program. We also recognize that there could be a more emergent need that would necessitate and extension past 24 months that could not be planned to avoid such as medical or mental health crisis that resulted in hospitalization and temporary loss of wages.

6. 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.

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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 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.

Auberle places high value in hiring people with lived experience and convening youth lead support and social groups. At the 412 Youth Zone, for example, we consult youth when creating service offerings and workshops to meet the needs and interests of the young people. The young people we serve are talented, resourceful and savvy so we will continue to tap into their expertise for this program as well. They will be helpful in providing peer support in this program.

b. Progress toward education and/or employment goals

We will be able to refer all young people pursuing education and employment goals to the 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 Insitute 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 Professioanl Certification and Certified Nursing Assistant.

In terms of education, we have been providing educational support to youth in transition for decades. We work closely with the DHS liaisons and will continue to collaborate with them to support youth in completing or continuing their education. When appropriate, we can connect youth to the 412 Youth Zone where they can receive GED test preparation courses, tutoring and help with the entire college application process. If a young person is not eligible for the 412 Youth Zone, the Case Manager will walk through the college application and financial aid paperwork process from start to finish. We also offer a wide array of STEAM opportunities and hands-on learning that helps to expose young people to various careers. We also partner with the AIU to offer youth with past or present CYF or Juvenile Justice involvement with support to complete their GED.

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We regularly act as a liaison between youth and their home school district, whether they have been attending school or not, to see if re-enrollment or credit recovery is an option. Our staff then attend meetings to ensure progress to goals and graduation. For example, we had an 18 year old who had dropped out of high school enroll in the Employment Institute. His Case Manager communicated with his guidance counselor and was able to re-enroll him. He then utilized our SMARTer and Digital Skills certifications as credit recovery options. He is now set to graduate in June 2020 with an internship at Ideal Integrations in place. This story exemplifies our skill in helping youth find innovative ways to complete education that play to their individual strengths and goals.

c. Improved health and social-emotional well-being

Auberle is a trauma-informed agency that values social-emotional well-being and care for our clients and staff. We use the Safety Emotion Loss and Future or SELF framework to help youth work through life changes and to express themselves. It gives us a common language to navigate difficult issues and helps young people focus on hope for the future and strengths while processing challenges. We also have outpatient mental health and drug and alcohol licenses to help youth who need an assessment or treatment. Auberle provides various “extra-curriculars” to our clients that the host home participants would be able to utilize. We offer opportunities for artistic expression, a music studio, story-telling workshops, music and art therapy, cooking and even robotics. The youth we serve are talented and multi-faceted young people who, when given the opportunity, can surprise themselves and find joy in new opportunities. We think finding space for them to explore those interests is an important aspect of emotional and social well-being.

For health, we need to attend to the needs of both the young person and their child(ren). For parents of small children, we will ensure that they are aware of and connected to the Hello Baby Program. Family Centers will be a great resource to help young people strengthen skills around supporting children’s development and early learning. We have a well-established partnership with Dr. Elizabeth Miller at Children’s Hospital. We have spoken to her about this proposal and she has, of course, agreed to serve young people regardless of their ability to pay. Dr. Miller can connect young people to gender affirming services, when appropriate. Persad and Hugh Lane have also been consulted on the preparation of this proposal and will be a great resource for same gender couples or young parents who identify as LGBTQA+.

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

Since we are already operating a successful rapid rehousing program, we have many things already in place that will help us ramp up this program quickly. We have a job description for a Case Manager that we can modify and post. We also have good relationships with landlords that we can use for this program if they have two and three bedroom apartments available. Our current Housing Manager is very experienced. She will be able to provide technical assistance and on-the-job training to the Case Manager for this Program.

The Case Manager will reach out to the young person within 24 hours after receiving a referral. The case manager will help young people think through their housing needs and will immediately work with them to find potential housing and coach them through calling the landlord. In fourteen days, on average, we will have the young person successfully housed in their neighborhood. During that time, we will also connect the young person with resources and support for maternity clothing, baby supplies, apartment essentials and food. Once safely housed, we will do the Casey Life Skills Assessment to further coordinate services and goal setting.

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During the bulk of the young person's time in the Program, the Case Manager will be helping the young people explore and strengthen bonds with their natural supports. They will connect them resources in the community and familiarize them with those resources so they feel comfortable using them after exit from our program. We will connect them with a myriad of services internally such as the Employment Institute, behavioral health, the 412 Youth Zone and educational services. For parenting and pregnant young people, we will connect them with Hello Baby, Family Centers, Jeremiah's Place, Beverly's Birthdays and other child care options, if needed.

All of these activities will have the goal in mind of the young person no longer needing our help and to be permanently rehoused.

Staffing (10 points)

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

We will look for a Case Manager that has a Bachelor's degree and experience working with youth in transition but will give special consideration to people with relevant life experience, such as experiences with homelessness. The case manager will be tasked with seeking out and building relationships with landlords; identifying units appropriate for participants and their children and roommates; assisting in the application and moving process; providing case management to clients related to helping them find stable employment, parenting resources, health care, behavioral health and drug and alcohol treatment, food and financial assistance; and building participants' life skills through the facilitation of assessments and Motivational Interviewing.

This program and staffing structure will be supported by a Housing Program Manager and a Director. It will be a part of Auberle's housing program department that includes our other rapid rehousing and homeless prevention program and the Family Emergency Shelter.

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).

Auberle plans to collaborate with organizations to provide child care, conflict resolution intervention trainings, health care and group support to the families who participate in this program. We have obtained a memorandum of understanding from Jeremiah's Place to provide emergency child care to participants who have a job interview or important appointment and have no one to watch their children. They also help parents who have an emergency or need overnight child care.

We also have identified Center for Victims as an intermediary between conflicts that may arise between participants. They have signed a memorandum of understanding to provide conflict resolution training to the participants as well as other supports as needed. We will work with our existing partnership with Dr. Elizabeth Miller, the head of the Center for Adolescent and Young Adult Health (CAYAH) for UPMC, to provide medical care to our clients regardless of their ability to pay.

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We will introduce our young people to the Hello Baby program. We will also refer our participants to the Hello Baby service if applicable, as well as the Family Centers, Early Learning and Head Start to engage with resources to learn how to best parent and provide for their children.

- 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: RRH Program		
Supportive Service	Provider	Frequency
Assessment of Service Needs	Your organization	Daily
Assistance with Moving Costs	Your organization	As needed
Case Management	Your organization	Daily
Child Care	A partner agency	As needed
Education Services	Your organization	Weekly
Employment Assistance & Job Training	Your organization	Daily
Food	Your organization	As needed
Housing Search & Counseling Services	Your organization	Daily
Legal Services	Your organization	As needed
Life Skills Training	Your organization	Weekly
Mental Health Services	Your organization	As needed
Outpatient Health Services	Your organization	As needed
Outreach Services	Your organization	Weekly
Substance Abuse Treatment	Your organization	As needed
Transportation	Your organization	As needed
Utility Deposits	Your organization	As needed

Budget (10 points)

- Provide a budget narrative that reflects a realistic estimate of the costs associated with implementing your proposed RRH 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.

Rental Assistance: We will provide rental assistance to 15 young adults with children and possible roommates and spouses. We anticipate that we will need 12 two bedroom apartments and three three bedroom apartments for young people with more than one child. We have calculated the amount based on the fair market rate and averaged tier two and tier three.

Supportive Services: Our supportive services include a full time case manager paid \$50,000 plus benefits. We will provide support for moving costs, transportation, a welcome home kit and three utility deposits per youth.

Operating costs include costs like rent, IT and maintenance and a portion of a Director’s salary to oversee the program.

We have charged 7% for admin to this funding.

- Complete the Summary Budget Chart below.

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Summary Budget – RRH 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	\$265,188	1 year	\$265,188
4. Supportive Services	\$89,000	1 year	\$89,000
5. Operating	\$116,880	1 year	\$116,880
6. HMIS	Enter \$	Enter Time	Enter \$
7. Sub-total Costs Requested			\$462,068
8. Admin (up to 7%)			\$32,345
9. Total Assistance Plus Admin Requested			\$494,413
10. Cash Match			
11. In-Kind Match			\$123,603
12. Total Match			\$123,603
13. Total Budget			\$618,016

3. Use the Supportive Service Budget Chart below to provide details on your proposed Supportive Service budget for your proposed RRH Program. This chart follows HUD’s specific budget format.

RRH Program Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	10% of the Case Manager’s time will be spent here	\$6,250
Assistance with Moving Costs	15 moves at \$300 each	\$4,500
Case Management	65% of the Case Manager’s time will be committed here	\$40,625
Child Care		Enter \$
Educational Services	Click here to enter text.	Enter \$
Employment Assistance	.	
Food	Click here to enter text.	Enter \$
Housing/Counseling Services	10% of case management time	\$6,250
Legal Services	Click here to enter text.	Enter \$
Life Skills	10% of case managers’ time	\$6,250
Mental Health Services		
Outpatient Health Services	Click here to enter text.	Enter \$
Outreach Services	5% of case manager’s time, recruiting landlords	\$3,125
Substance Abuse Treatment Services	Click here to enter text.	Enter \$

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Transportation	Annual bus passes for 10 participants	\$10,000
Utility Deposits	3 utility deposits at \$200 each for 15 participants	\$9,000
Operating Costs	Rent, utilities, communication, office supplies, staff travel	\$116,880
Welcome Home Kit	One per youth	\$3,000
Total Services Requested		\$462,068

4. Complete the charts and questions below to provide details on your proposed Rental Assistance budget for your proposed RRH Program.

4a. Rental Assistance Budget Chart:

RRH Program			
Rental Assistance Budget			
Total request for grant term			\$265,188
Total units			15
Type of rental assistance	Fair Market Rent (FMR) Area	Total Units Requested	Total Request
TRA	Pittsburgh Metro	15	\$265,188

4b. Type of Rental Assistance: Choose an item.

Options include tenant-based (TRA), sponsor-based (SRA), and project-based assistance (PRA). Each type has unique requirements and Proposers should refer to the 24 CFR 578.51 before making a selection.

4c. Rental Assistance Budget Detail Chart

RRH Program							
Rental Assistance Budget Detail							
Size of Units	Number of Units		Fair Market Rent		Number of Months		Total
0 bedroom	Enter #	X	661	X	12	=	Enter \$
1 bedroom	Enter #	X	727	X	12	=	Enter \$
2 bedroom	15	X	890	X	12	=	160,200
Total	Enter #	X	Enter \$	X	12	=	160,200

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 services. 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.

RFP for Youth Homeless Demonstration Program (YHDP) – Rapid Re-Housing (RRH) Program

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

Auberle will provide in-kind services through the Employment Institute, which will offer workforce training for participants to obtain and retain employment. Jeremiah’s Place has committed to providing emergency child care services and Center for Victims will provide conflict resolution training as part of the match requirement. In addition we can offer mental health and drug and alcohol counseling, the services at the 412 Youth Zone if they are eligible, the Stop Now and Plan Program and emergency food as well at no cost to this contract.

2. Complete the Match Summary Chart below.

Match Summary Chart – RRH Program

Summary for Match	
Total Value of Cash Commitments	Enter \$
Total Value of In-Kind Commitments	\$123,603
Total Value of All Commitments	\$123,603

Proposed Housing Types and Household Information (not scored)

1. In the charts below, summarize your organization’s proposed Program participation. The numbers are intended to reflect your organization’s plan for the Program at maximum capacity. Numbers should reflect a single point in time and not the number served over the course of a year or grant term. The numbers should only reflect the new number of households to be served. If applying for multiple Programs, a separate chart must be completed for each Program.

1a. Housing Type – RRH Program

Housing Type	Units	Beds
Households without children	Enter #	Enter #
Households with children	15	52
Total	15	52

1b. Households – RRH Program

Households	Adult households WITHOUT children	Adult households WITH children	Total
Total number of households	Enter #	15	15

1c. Household Table – RRH Program

Household Table	Adult persons in households without children	Adult persons in households with children	Total

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Adults over age 24	N/A	N/A	N/A
Adults age 18-24	Enter #	22	22
Accompanied children under age 18	N/A	30	30
Total Persons	Enter #	52	52

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
- 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