



Allegheny County Department of Human Services

RFP Response Form

Youth Homeless Demonstration Program (YHDP)

PROPOSER INFORMATION

Proposer Name: Valley Youth House Committee, Inc.

Authorized Representative Name & Title: Kathi Krablin, Director of Grants and Foundations

Address: 3400 High Point Blvd. Bethlehem, PA 18017

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.valleyyouthhouse.org

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

Date Incorporated: 1971

DUNS Number: 060498458

Partners and/or Subcontractors included in this Proposal: none

How did you hear about this RFP? *Please be specific.* In response to an invitation from Laura Saulle (and at the suggestion of Cynthia Shields), the Valley Youth House Host Home Program Coordinator, Carol Dunlap, has been involved with the Leadership Council that helped to develop the Coordinated Community Plan to Prevent and End Youth Homelessness in Allegheny County.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Thomas R. Harrington	[REDACTED]	[REDACTED]
Contract Processing Contact	Ann Bulone	[REDACTED]	[REDACTED]
Chief Information Officer	Christina Schoemaker	[REDACTED]	[REDACTED]
Chief Financial Officer	Thomas Brown	[REDACTED]	[REDACTED]
MPER Contact*	Ann Bulone	[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

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

1. Anne Baum - Capital Blue Cross

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2. Chris Betley - Buckno Lisicky & Company
3. Adrienne Bonser - The Vanguard Group, Inc.
4. Patrick Cahill - Lincoln Financial Distributors
5. William E. Carmody - First Generation
6. Ghan Desai - BOLTS Technologies, Inc.
7. Douglas Downing - Lafayette Ambassador Bank
8. Michael J. Gigler - Wells Fargo Commercial Banking
9. Kevin Greene - Faces International
10. Thomas R. Harrington, Valley Youth House, President & CEO
11. James M. Higgins - Provident Bank
12. Dr. Carlos Hodges - Valley Central Veterinary Referral Center
13. Lori Hulse - Lehigh Valley Physicians Group, LVHN
14. Philip C. Jackson, Board Secretary - Univest Bank & Trust Co.
15. Destiny Jarnagin, Youth Member
16. Richard Liu - Merck & Co.
17. Eric Luftig, Board Chair - Victaulic
18. Tom Mihok, Chair, Phila. Board of Governors - Tompkins Financial Advisors
19. Dr. Cynthia Mota - Allentown City Councilwoman
20. Donald Outing - Lehigh University
21. Dr. Constantina Pippis-Nester - Lehigh Valley Health Network
22. Stephanie Raymond, Board Vice Chair - PPL Electric Utilities
23. Charles Reece - Renaissance Allentown Hotel
24. Jacqueline Renner - C.F. Martin & Co.
25. Travis Rhodes - BB&T
26. Michael Rice - Follett LLC
27. Brianna Rowles, Youth Member
28. Donald Sachs - Boy Scouts of America, Minsi Trails Council
29. Victor Salicetti - AmericaVen
30. Wes Schantz - CAPTRUST Financials Advisors
31. Eric Scheler - Commerce Construction Co.
32. Paul Smith - Computer Aid, Inc.
33. Tracey Smith - Youth Advocate
34. William H. Spence - PPL Corporation
35. Mark Tervalon - Lutron Electronics Company
36. Robert Thompson, Treasurer - Victaulic
37. Maura Topper - Dunne Manning
38. Charles Versaggi - Air Products and Chemicals, Inc., Retired
39. Juan Carlos Vidal - Offix Systems
40. June Webre - ESSA Bank & Trust
41. David Yale - Just Born Quality Confections

Board Chairperson Name & Title: Eric B Luftig, Vice President, Victaulic

Board Chairperson Address: Valley Youth House, 3400 High Point Blvd, Bethlehem PA 18017

Board Chairperson Telephone: [REDACTED]

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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.

Andrea Sheesley, Regional Coordinator, ARIN Intermediate Unit #28
[REDACTED]

Brittany Garner, Associate Director, PointSource Youth
[REDACTED]

Andrew Palomo, Director Community Strategies, National Network for Youth
[REDACTED]

PROPOSAL INFORMATION

Date Submitted 5/1/2020

Amount Requested: \$368,991

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:

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

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

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

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REQUIREMENTS

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.**

Valley Youth House became incorporated in 1971 and operates with a total budget of \$30.8 million, serving over 30,000 children and their families annually in northeastern, central, and southeastern Pennsylvania. Valley Youth House has been providing programming similar to that which is proposed here (housing and support to homeless transition-age youth) since 2002. In the last year, a total of 593 youth (and 287 babies) were housed in 18 PA counties. On an average night, the agency has youth living in about 250 housing units, funded through a combination of HUD, the Department of Health and Human Services (HHS), private foundations, and County per diem contracts. Outcomes routinely surpass national benchmarks. Of those exiting services last year, 82% successfully exited to stable housing, 74% made progress with their educational plan, and 72% were employed at exit. The agency's model has been recognized by HUD, the National Alliance for Ending Homelessness, and Point Source Youth (specifically for the Host Home model), and agency staff and youth are frequent speakers at state and national housing conferences on topics that include: street outreach and engagement strategies with homeless youth; housing services for homeless LGBTQ youth; and the use of rapid re-housing and host home models with youth. Valley Youth House has been the recipient of federal funding through the federal Dept. of Health and Human Services since 1974 (and currently manages 9 awards totaling nearly \$1.9 million), and HUD funding since 2002 (and is currently the recipient of 10 awards totaling over \$2.9 million). Each of the projects meet all fiscal and operating standards.

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

Promoting youth voice is central to Positive Youth Development strategies and is a core value for Valley Youth House. The agency's first implementation of the host home model was actually developed in collaboration with the Western PA CoC Youth Subcommittee in 2018. A second host home program was launched in Philadelphia this year as a result of recommendations by the Pride Youth Task Force. Youth Advisory Boards operate within all Valley Youth House residential programs to provide guidance on program policies and improvements. As further indication of promoting youth voice, Valley Youth House formed the statewide Pennsylvania Youth Advisory Board for foster care youth and held the contract for implementing the Advisory Board and the statewide Independent Living Youth retreat from 1999 through 2008. Valley Youth House youth are frequent speakers and advocates at conferences and with elected officials. In addition, the agency Board of Directors maintains two slots for voting youth members or program alumni.

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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.

Positive Youth Development (PYD), trauma-informed care (TIC), and Diversity, Equity and Inclusion (DEI) shape the intervention strategies for all Valley Youth House programs and are included in the core competency training required for all program staff within the first year of employment.

PYD emphasizes settings and relationships that help a young person to thrive. PYD focuses on youth leading the development of their own plan, providing youth with opportunities to achieve, and valuing youth voice and choice. PYD methods include: providing a sense of safety and structure; maintaining a welcoming and nonjudgmental environment; giving opportunity for youth to make decisions about their own care; and providing self-advocacy skills. Program participants are also given leadership responsibilities and opportunities to build new skills.

TIC emphasizes settings and relationships in which a young person can heal. Staff build trust with youth through repeated, non-judgmental interactions, accepting the youth in whatever state they may be in, assuring and maintaining confidentiality, and demonstrating concern for the youth's well-being through supportive words and actions. It provides a basis for staff understanding of how trauma impacts behavior and provides a structure to assist youth in managing behaviors and moving forward in a positive manner. TIC practices include: identifying traumatic events that trigger negative feelings, attitudes, or feelings; "re-framing" perceptions of those events; helping the young person manage their emotional reactions to reminders of the abuse; improving their ability to express emotions; developing self-soothing activities; and guiding youth to realize that they were not responsible for the abuse. Addressing and resolving the after-effects of trauma is necessary to prepare youth to move into shelters, host homes, or other stable housing, as well as to ensure ongoing stability.

DEI is a component of PYD - individuals are accepted as they are, without regard to federally protected status, or gender identity and expression. Every effort is also made for staff diversity that reflects the local community.

Valley Youth House housing programs are consistent with Housing First principles by being low-barrier; that is, youth are screened in, not out. There aren't prerequisites for employment, income or enrollment in school. Drug and alcohol use and prior criminal activity are considerations only if the behavior puts the youth or other residents or the community at risk. (It may be necessary to look for housing with higher levels of supervision if that is the case.)

Organizational Experience and Staffing (30 points)

- 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.**

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Organizational & Management Structure: Valley Youth House is overseen by a volunteer Board of Directors comprised of 41 community and business leaders. The Board has nine standing committees, including Finance, Strategic Planning, Nominating & Governance, Fundraising, Diversity, Equity and Inclusion, Marketing, Risk Management, Advocacy and Personnel. The Board meets bi-monthly, and Board members serve two year terms that can be renewed up to three times.

The staff management structure includes a President and CEO, four Senior Vice Presidents, a Chief Financial Officer and various Vice Presidents and Directors. The current President and CEO, Tom Harrington, has nearly 40 years of experience in non-profit administration, including serving as a CEO of various youth-serving charities for the past 25 years. The Chief Financial Officer has over 25 years in serving in various accounting and CFO-related positions with a large publicly-traded company (Tribune Companies) as well as serving on the Finance Committee of our local Red Cross Board. He manages a full time staff of five accounting professions. Three Senior Vice Presidents are responsible for regional housing and emergency programming; another Senior Vice President is responsible for the agency's Child Welfare, Behavioral Health and Prevention Division. Other members of the Cabinet include the Senior Vice President of Marketing and Development (with a full time staff of seven fundraising professionals) and the Vice President of HR (with a full time staff of four HR professionals).

Internal Communications: As an agency that has grown significantly over the last five years, with a physical presence spanning 18 counties, effective communication has become critical. The President conducts quarterly "fireside" chats to provide all staff the opportunity to hear about new developments and ask questions. During the COVID pandemic, updates have been circulated to all staff at least weekly and the Leadership Team is conducting bi-weekly Zoom! meetings. Further recognizing the need to maintain communication, a new marketing specialist will be hired this year, whose job will include managing communication both internally and externally.

Coordination with outside partners: Valley Youth House has partnered with other providers and government agencies since the agency's creation 47 years ago. Key staff and executive leadership sit on multiple county-wide and state child services agency boards and committees, including our Regional Housing Advisory Board and various United Way committees and task forces. Valley Youth House manages a \$3.3 million contract in Philadelphia to run the Achieving Independence Center, which serves over 1,300 high-school aged youth in foster care. The contract includes coordinated efforts and subcontracts with a number of outside providers, including Temple University, Planned Parenthood, and the Philadelphia Youth Network. Contracts with county agencies account for roughly 60% of the agency's operating revenue, requiring close communication and coordination. Program staff have frequent contact with county case workers and supervisors to coordinate care for youth and families.

Financial capacity: Fiscal controls and accountability procedures are outlined in the agency's Fiscal Practices and Procedures Policy and are summarized here. Financial records are kept in accordance with Generally Accepted Accounting Principles (GAAP), which include the separation of duties and income, and expense documentation procedures to prevent fraud and error. All checks are signed by approved signers and any checks over \$2,500 require a second

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signature. A detailed budget is developed annually for each operational program and revenue and expenditures are analyzed against their respective budget. Any significant variances are reviewed monthly. The organization currently tracks over 70 programs and \$30 million in unrestricted revenue and expense.

The Board Treasurer (who is not a member of the staff) makes bi-monthly reports to the Board about the agency's financial condition. The Finance Committee of the Board of Directors meets monthly to review the financial statements including program specific financial results and the overall agency financial condition. An independent financial audit is performed annually to which the agency consistently receives an unqualified opinion letter.

The agency's Chief Financial Officer has responsibility for filing all financial reports as required by federal, state and local grants. Program-by-program income and expense statements are reviewed by the management team each month. Valley Youth House makes all audit reports available to federal agencies and other governmental funding sources as required.

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.

All direct service staff are trained in MAB (Managing Aggressive Behavior verbal de-escalation), a trauma-informed and crisis intervention model which serves as the basis for engaging high-risk and past-trauma experienced youth. The model involves understanding the meaning and interpretation of presenting behaviors and crisis situations, assisting youth in managing their crisis behavior and helping them to build self-regulation skills that lead to emotional and behavioral stability.

Staff are involved in continual training by local trafficking coalitions, as youth experiencing housing insecurity are highly vulnerable to victimization. The Wisconsin Child Sex Trafficking and Exploitation Indicator and Response Survey is conducted at intake to help staff identify involvement in trafficking, and victims are connected to the local victims service provider for support and intervention as needed. Additionally, as part of life skills training and counseling on healthy relationships, youth learn about risk factors and safety precautions.

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

The Board developed and adopted a five-year strategic plan two years ago that identifies five areas of focus for improved operation: 1) the development of a quality improvement process; 2) improved employee engagement, decreased turnover, and improved diversity at all levels; 3) strategic program expansion supported by community collaboration; 4) establishment of advocacy to highlight youth voice; and 5) strengthening financial stability. Board level committees have been established for each of the focus areas that include Board representatives, staff and subject matter experts from the community with responsibility for the development and implementation of an action plan to achieve measurable results. Quarterly progress reports are reviewed by the full Board and the Leadership Team. As an example of progress with increased

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diversity, staff diversity has increased by 4% in the last year and the board now includes 11 persons of color (27%), and at least two who identify as LGBT. In the area of increased financial resources, the development department has doubled revenue from special events in the last year, which now net over \$0.5 million.

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).

Valley Youth House operates 10 HUD-funded housing programs and 9 HHS-funded programs. All are required to enter data in HMIS. The agency typically has less than a 5% error or missing data rate. Staff also enter clinical information in the agency's web-based health record system to track service delivery and outcome information.

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

Staff are recruited both for cultural competency and an ability to engage program youth. One strategy to ensure the "right fit" is including youth in the interview process and decision-making regarding hiring. Youth are very insightful in regard to potential staff members' ability to engage their peers. In addition, monthly youth satisfaction surveys, focus groups, and YAB's provide youth an opportunity to identify any areas of improvement including cultural competency.

Training staff is essential to providing the best and most comprehensive care to support the success of youth. Primary trauma-informed training includes: Positive Youth Development; Managing Aggressive Behavior; LGBT and Gender Fluidity; Diversity; and Ethics. Additional training is based in the Reaching Teens Curriculum, a comprehensive body of work that prepares professionals to apply the principles of positive youth development and resilience to guide youth towards healthy behaviors and wise decisions. Training modules include: The 7 C's Model of Resilience; The Impact of Trauma on Development of Well-Being; Trauma Informed Practice: Working with Youth Who Have Suffered Adverse Childhood (or Adolescent) Experiences; and Boundaries Help Us Have Healthier Relationships with Youth, Avoid Secondary trauma and Increase Our Professional Longevity." Additional training includes: Reasonable and Prudent Parenting; Commercial Sexual Exploitation; Safety in the Field; Emergency Planning; Creating SMART Goals (completed with youth and staff together); and Work / Life Balance.



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Proposer Name: Valley Youth House Committee, Inc.

Host Home Program Supplemental Response Form

Program Strategy (50 points)

1. **Provide a unique name for your Host Home 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] Host Home Program.”**

Bridge2Home Allegheny

2. **Describe your strategy for recruitment and intake of Participants.**

Participants will be referred through a variety of means: Allegheny Link; schools; the Mobile Prevention and Diversion Program; word of mouth; and self-referrals. Past experience indicates that most referrals will come from schools. Valley Youth House (VYH) staff will work closely with DHS to determine the participant screening and referral requirements/process. VYH will make a concerted effort to identify a diversity of Host Homes to accommodate youth of color, those who identify as LGBT+, justice-involved youth, and sexually exploited youth.

In the existing Valley Youth House Host Home program, upon referral, the Program Coordinator requests that the young person complete an application form (with assistance if necessary). The application is sent to the Coordinator and an appointment is scheduled for an interview. The interview is generally conducted in person (though during the COVID crisis, interviews are being conducted virtually). The interview process provides the opportunity for the Coordinator to determine the young person’s needs, safety, health and wellbeing, and goals (specifically related to housing stability, education, employment and physical/mental health), and whether the applicant has already identified a potential host. (Frequently youth are already living with a host family, or house hopping on a temporary, informal basis.) Often, these informal arrangements can be formalized and supported through the Host Home process (subject to safety concerns), increasing stability and the likelihood of a sustained match. The youth will have choice and voice at all times concerning the match with a Host. The youth will be empowered and have the freedom and choice of goals to achieve while a focus on education, employment, and long-term housing options will be encouraged in case management sessions. The Host Home program will always strive to be youth friendly, individualized and affirming.

3. **Describe your strategy for recruiting, screening and training an adequate number of diverse Host Home volunteers to meet Host Home Program goals.**

There will be several strategies for recruiting Host Home volunteers, including but not limited to outreach in the community to schools, civic organizations, faith based groups, human service

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agencies, and local businesses in areas with the greatest need. The outreach and marketing will include social media, in person and virtual presentations, brochures, flyers and direct mail. The budget for the proposed Bridge2Home Allegheny project includes a portion of an existing Host Home Recruiter position who specializes in this area.

Host Home volunteer recruitment methods will be based on strategies that have been successful in the existing Valley Youth House Host Home program operating since 2018, and designed in consultation with Point Source Youth, a national leader in the use of the Host Home model for youth experiencing homelessness and housing insecurity. The process will begin with an intensive marketing campaign that will include distribution of printed material, videos and presentations directed at community locations identified by the CoC, the System Improvement Through Youth (SITY) Advisory Board, McKinney-Vento Liaisons, and local community partners (such as CareerLink and drop-in centers). Targeted audiences will include communities of faith, school-based parent groups, youth service workers, school personnel, human service agencies, and grassroots groups. Based on reporting by existing Host Home program providers, it is expected that for every 25 potential volunteers, there will be one Host Home that qualifies and completes training to become a provider.

Volunteers will be required to clear three separate background checks before clearance to be matched: a PA State Police Criminal History Record check; an FBI Background Check; and a PA Child Abuse History Clearance. In addition, a face-to-face interview will occur with each potential Host, and a walk-through of the home will occur to ensure a safe living environment and separate bedroom with locking door for each youth.

Host families will complete approximately 16 hours of pre-service training which will include: an introduction to youth homelessness and the Host Home program; LGBTQ competency; positive youth development; establishing boundaries; mentoring; trauma-informed care; having difficult conversations; conflict management; when to ask for help; and de-escalation.

4. Describe your strategy for facilitating youth-centered matches between Participants and Host Homes, ensuring the mutual safety and comfort of Participants and Host Home volunteers and establishing clear expectations.

The initial interview with youth will inform the match. The Program Coordinator obtains a sense of personality traits, schedule, and lifestyle factors in order to recommend a suitable match. A similar interview is completed with potential hosts. This includes interests, house rules, likely term of commitment, behavioral expectations, and related factors. Upon identification of a potential match, the Coordinator will arrange for an initial meeting with the host that takes place in a neutral setting (such as a coffee shop where they can share a meal). Once the youth and host agree on the match, the Valley Youth House Housing Stability Coach (HSC) will be introduced. The HSC will assist with the move-in process, which includes moving personal belongings and purchasing furnishings that may be required (such as a bed, desk, etc.). An initial agreement will be developed prior to entry outlining expectations from both the host and the youth and includes items such as behavioral expectations, visitors, curfew (if any), access to food and shared meals, access to laundry facilities, transportation assistance, etc. The plan will include a “what’s next” section which outlines possible housing options after the completion of a maximum six month

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stay with the Host. This plan will be amended after a transition period (typically 15-30 days) with the creation of a more robust plan. Youth and Hosts are encouraged to share their opinions and needs with VYH staff so both parties have a clear understanding of expectations. All agreements are signed by both parties.

Mutual safety and comfort is assured in several ways. During the Host Home recruitment process, a home inspection is conducted to assure adequate basic needs can be met. Youth will have a bedroom with a locking door. The host/youth participant agreement establishes clear expectations, which helps to avoid potential conflict. The HSC will meet weekly with youth and the host together to address any concerns. The HSC and the Program Coordinator are both available to the youth and the host individually or jointly as needed to problem solve and provide guidance. A 24/7 on call service is offered to the host and youth as necessary for emergencies and conflict mediation.

5. Describe your strategy for providing case management, support, transition planning and follow-up services to Participants.

The HSC will assist the young person and the host in the development of an Individual Service Plan (ISP) that outlines participant's goals in the domains of physical and mental health, safety, education, employment, long-term housing, and permanency (the connection to long-term caring adults). The ISP will include short- and long-term goals to prepare the young person for successful transition to long-term stable housing. Immediate tasks will likely include getting forms of identification (i.e. birth certificate and social security card), enrolling in medical assistance, getting established with a primary care physician and addressing immediate health concerns, and enrolling in an educational program if they have not completed high school or a GED. In addition, the question of "what's next" in regard to a long-term housing plan is addressed on day one to begin identifying potential resources and options. Higher order goals will include developing a plan for long-term housing (reunification with family, shared housing or housing provided through the CoC), developing life skills, and preparing for and obtaining employment in order to sustain housing. VYH staff will provide linkages to resources such as local mental health counseling, CareerLink, educational services etc. Staff may, if needed, provide transportation while working with the youth to learn how to navigate the public transportation system. Other services include 24/7 availability for emergencies and conflict mediation, assistance with the education system to help the youth improve attendance and performance. Follow up case management is available to each youth on a voluntary basis for up to a six month period.

6. Describe your strategy for providing support, technical assistance and financial assistance to Host Home volunteers.

Host support starts with training as outlined above, with a primary focus on understanding the effects of trauma, de-escalation, boundaries, and an overview of systems and resources available to youth.

Staff will meet weekly at minimum with host home volunteers to provide support, technical assistance and problem solving. Support activities for hosts will include weekly check-ins with

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or without youth present to address emergent concerns, problem solve and celebrate milestones. The HSC will coach hosts in setting and maintaining boundaries, and following up on medical care, drug and alcohol assessments, and mental health counseling. Technical assistance will include helping hosts navigate any systems youth may be involved with (i.e. child welfare, criminal, rep payee). Current experience with the host home model indicates that host needs will likely fall into two themes. With youth-selected hosts (i.e. hosts with pre-existing relationships with youth), youth are often able to manipulate their host and the HSC will be helping the volunteer in developing a mentor/parent role. For matches established through the Bridge2Home program, it is likely that hosts will ask for assistance in getting to know youth and their likes/dislikes, and learning how to navigate government systems. Technical assistance will be provided to both the host and the youth to navigate systems, obtain necessary identification, and provide linkages with career and job centers, and educational supports. Staff will be supportive by offering options and resources to both the host and youth while giving the match adequate time to adjust and promoting offer youth voice and choice. Throughout the duration of the host home arrangement, the HSC will be working closely with youth to develop and implement a strong transition plan for exiting the Host Home to a safe, affordable independent housing option. Hosts will receive a monthly stipend for food, transportation and basic needs. There will also be flex funds made available to the youth if necessary for education, obtaining an ID, and other critical needs.

- 7. 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**

A key component of all Valley Youth House programming is helping participants build relationships and a network of support to serve as an ongoing resource. The Housing Stability Coach will help Bridge2Home participants to identify and build relationships with a minimum of two caring adults (permanency resources) that will be a source of support after formal Valley Youth House services are concluded. These adults would be available to participants to help meet new challenges, problem solve and to help celebrate special occasions (such as a new job, birthday or goal completion). Additionally, the HSC will assist participants in re-establishing positive relationships with their birth family if appropriate, which will include establishing boundaries and clear expectations, as needed. A network of peers is also important. Bridge2Home participants will be invited to engage with the SITY Advisory Board and will be encouraged to join peer events to be determined by input from program participants, to reflect their interests, wants and needs. Valley Youth House has a long history of working with Youth Boards and in fact founded and managed a state YAB for youth in Foster Care from 1999 through 2008 under the existing Senior Vice President (the senior manager of the proposed project). Currently, staff and youth from the Western CoC Host Home program participate in the CoC's Youth Action Board. The development of participants' Individual Service Plans includes establishing connections with community providers for physical and mental health, a social network, and places for recreation. These connections, established during involvement with Bridge2Home, will help to ground participants as they transition to long-term housing and independence as adults.

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b. Progress toward education and/or employment goals

Upon entering the Bridge2Home program, the HSC will help participants to identify short- and long-term education and employment goals that will support their ability to sustain their long-term housing goal. That is, if the participant's plan is to move into their own apartment without subsidy after leaving the host home, ensuring that they will have a source of income to pay rent.

Educational plans will be individually based. If a youth has not obtained a high school diploma or GED, they will be strongly encouraged and assisted in re-enrolling. Post-secondary education will also be encouraged and supported and will include assistance with financial aid and school applications, and identifying and visiting community colleges, colleges and trade schools.

Similarly, employment goals will be addressed in the ISP. The HSC will assist each youth in developing and achieving both short and long-term employment and career goals. This may include immediate employment as well as the longer-term goal of achieving a living wage. Specific activities will include development of a resume, completing applications, "pounding the pavement" in completing a job search, connection with jobs centers, identifying possible careers (which may include administering a career interest inventory), and discussing workplace behavior and expectations.

c. Improved health and social-emotional well-being

As part of the intake process, the Program Coordinator will conduct an intake interview that includes an assessment of social-emotional well-being which helps to inform the need for physical and mental health care. The HSC will help participants establish a medical home, a schedule of annual check-ups and a plan to address chronic health issues. Similarly, participants who would benefit from counseling will be linked with community-based counseling services and the HSC and the host will both ensure that regular appointments are kept. For those youth who may not initially want to participate in counseling, counseling linkage will be offered on a routine basis as staff support the youth in obtaining their goals. Staff will also support the youth by encouraging them to make positive choices of friends, social activities and connections with their local community.

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

Upon approval of the application, VYH would implement a three month startup phase. VYH has the benefit of currently having a Host Home Coordinator and Recruiter with a portion of their time dedicated to this project. During startup, VYH would immediately begin to recruit an HSC dedicated to the project. Host recruitment would also begin immediately. By the end of this phase, a minimum of five hosts will have been recruited, screened and trained and the HSC will be hired. At 90 days, the program would be open to referrals of youth.

Phase 2 would begin at 90 days and extend to six months. A minimum of 10 hosts will be recruited, screened, and trained. Although the project would serve seven to eight youth at a point in time, VYH would seek an excess of hosts. VYH has taken the approach of creating a continuum of hosts. This is understanding that potential hosts may offer a varying term of

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commitment: a week, a month, or the six month maximum. At the end of six months, the program would be fully operational.

Staffing (10 points)

- 1. Provide your staffing plan, including brief position descriptions and qualifications, for your proposed Host Home Program.**

Senior Vice President - Bill Motsavage M.Ed. – has 30 years’ experience working with Transition Aged Youth (TAY), homeless youth, and youth aging out of foster care. His experience includes working in program development with a number of CoC’s which includes planning and implementation of Host Homes, Supportive Housing program, and Transitional Housing, Rapid Rehousing and combine TH-RRH models. His responsibilities will include program development, program oversight, quality assurance, contract development and budget, supervision of the Coordinator, and will serve as a liaison with the CoC. His salary is allocated to this project as an in-kind match.

Coordinator - Carol Dunlap – has 35 years’ experience in public child welfare and housing programs serving both youth and adult experiencing homelessness. Responsibility for day to day management of the program, program development, completing reports, supervising all staff. Assists with recruitment and Host support and serves as the primary liaison with the CoC and partner agencies. Her salary is allocated to this budget at 25%.

Recruitment Specialist - Staci Beggs B.S. – has 15 years’ experience in developing, funding, and supporting homeless programs. In addition, she developed a landlord recruitment program in Venango County. She will be responsible for host recruitment, screening, training, and support for Bridge2Home Allegheny. In addition she will assist with case management responsibilities as needed. Her salary is allocated to this budget at 25%.

Housing Stability Coach - TBD. – will possess a minimum of a BS/BA in human services and experience working with youth or homeless individuals/families. They will have an ability to engage and support young people and assist them in developing a plan for self-sufficiency with a focus on housing, education, employment, and permanency. They will have primary responsibility for case management and direct support for hosts and youth. The full salary of this individual is allocated to the Bridge2Home Allegheny budget.

Partnerships (15 points)

- 1. Provide a detailed plan for how you will achieve Host Home 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).**

While VYH has long history of partnering with community agencies, this would be our first project in Allegheny County. Examples of our recent partnerships include working with Diana T,

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Myers and Associates, the Western PA CoC, Point Source Youth, and the National Network for Youth (NN4Y) to develop the Host Home program in the Western CoC. A second example is opening an LGBTQ youth drop in center in Harrisburg partnering with the University of Pittsburgh, UPMC, Hamilton Health, and the LGBT Center of Central PA. Both projects resulted in the creation new innovative programs that developed out of community need. A final example is a draft MOU with the Union Mission in Westmoreland County. The goal is to develop a collaborative project that involves the Mission providing housing and VYH providing case management and transition services.

VYH recognizes the need to work with and connect program participants to existing resources. One agency cannot provide all services. With the development of Bridge2Home Allegheny, we would develop partnerships existing housing providers and shelters in the area, street outreach and would also work closely with the Mobile Prevention and Diversion program provider and 412 Youth Zone. Cross referrals and support could be managed informally or through an MOU. Street Outreach and shelters (through coordinated entry) would provide referrals. RRH would be a potential transition for a number of youth from Host Homes. If awarded the contract to provide the host home program, VYH would eagerly seek agreements with these providers during the startup phase. In addition, we would build relationships with CareerLink, other employment training programs and educational services and providers. In just the first year of operating the host home project in four counties in the Western CoC, staff have already met with the majority of Homeless Liaisons, and are active participants in the CoC. Clearly we would be interested in doing the same in Allegheny County, and would of course follow any directives related to HMIS (as we do currently in other regions).

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

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Transportation	Your organization	As needed
Utility Deposits	A non-partner agency	As needed

Budget (10 points)

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

- Rental assistance is budgeted in the amount of \$125/mo x 16 hosts over the course of a year x 6 months to help offset additional costs associated with hosting a participant.
- Additional rental assistance will be provided as “start-up” costs for young people who exit to their own apartments following their host home participation. The cost is budgeted at: 3 months (security deposit, first and last month’s rent) x FMR of \$850 x estimated 5 youth annually. (Other youth are expected to transition to RRH units with subsidized rent.)
- The supportive services budget includes:
 - .25 FTE Program Coordinator who will conduct assessments and make the matches
 - 1 FTE Housing Stability Coach who will be responsible for supporting the match and assisting youth in the development and completion of their Individual Service Plans
 - \$200/month will be provided to the host to offset additional food costs of participants
 - .25 FTE Host Home Recruiter who will be responsible for recruiting, screening and enrolling host families.
 - Staff will be reimbursed for travel in their own vehicles for direct services activities (travel to host homes and transporting youth to appointments and activities). The rate is calculated at: an average of 200 miles/week x the Valley Youth House rate of \$0.45/mile.
 - Youth or hosts will be allocated \$200/month for travel costs
- Operating costs include:
 - A cell phone for the Housing Stability Coach (HSC) enabling their ability to maintain contact with youth and hosts.
 - A lap top for the HSC for entering case notes, use of the internet to assist youth in connecting with mainstream benefits, and education and employment resources.
 - Host Clearances are required before a match is made. The budget is \$57.60 per person x an estimated number of 40 hosts annually.
 - \$2,000 is budgeted to reimburse hosts for any damages to their property participants may be responsible for
- HMIS costs are budgeted for .1 FTE Administrative Assistant who will be responsible for data entry and reports
- As required by the RFP, Valley Youth House administrative costs are capped at 3.5% in this budget. The difference between the agency’s actual rate of 10% and the amount billed to this budget will be taken from the cash match.

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2. Complete the Summary Budget Chart below.

Host Home Program Summary Budget			
Eligible Costs	Annual Assistance Requested	Grant Term	Total Assistance Requested for Grant Term
1a. Acquisition			0
1b. Rehabilitation			0
1c. New Construction			0
2a. Leased Units	Enter \$	Enter Time	0
2b. Leased Structures	Enter \$	Enter Time	0
3. Rental Assistance	24,750	2 years	49,500
4. Supportive Services	142,880	2 years	285,760
5. Operating	6,184	2 years	12,368
6. HMIS	4,443	2 years	8,886
7. Sub-total Costs Requested			356,514
8. Admin (up to 7%)			12,478
9. Total Assistance Plus Admin Requested			368,991
10. Cash Match			22,373
11. In-Kind Match			69,875
12. Total Match			92,248
13. Total Budget			476,837

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

Host Home Program Supportive Services Budget		
Category	Quantity and Description	Annual Assistance Requested
Assessment of Service Needs	.25 FTE Program Coordinator @ \$52,000 + 30% fringe	16,900
Assistance with Moving Costs	Click here to enter text.	0
Case Management	1 FTE Housing Stability Coach @ \$38,000 + 30% fringe	49,400
Child Care	Click here to enter text.	0
Educational Services	Click here to enter text.	0
Employment Assistance	Click here to enter text.	0
Food	\$200 x 8 youth x 12 months	38,400
Housing/Counseling Services	.25 FTE Host Home Recruiter @ \$44,000 +30% fringe	14,300

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Legal Services	Click here to enter text.	0
Life Skills	Click here to enter text.	0
Mental Health Services	Click here to enter text.	0
Outpatient Health Services	Click here to enter text.	0
Outreach Services	Click here to enter text.	0
Substance Abuse Treatment Services	Click here to enter text.	0
Transportation	staff: 200 miles x \$.45 x 52 wks = 4,680 youth: \$200 x 8 youth x 12 mos = 19,200	23,880
Utility Deposits	Click here to enter text.	0
Other	Click here to enter text.	0
Total Services Requested		142,880

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.**

A cash match in the amount of \$11,186 has been committed for Year I by the Mary Hillman Jennings Foundation. A renewal of the same will be requested for Year II. Valley Youth House is committing an in-kind match in the amount of \$34,938 which includes the portion of the Senior Vice President's time on this project.

- 2. Complete the Match Summary Chart below.**

Match Summary Chart – Host Home Program

Summary for Match	
Total Value of Cash Commitments	22,373
Total Value of In-Kind Commitments	69,875
Total Value of All Commitments	92,248

Proposed Housing Types and Household Information (not scored)

- 1. In the charts below, summarize your organization's proposed Host Home Program participation. The numbers are intended to reflect your organization's plan for the Host Home 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.**

- 1a. Housing Type – Host Home Program**

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Housing Type	Units	Beds
Host Homes for Youth without Children	5	5
Host Homes for Pregnant or Parenting Youth	3	6
Total	8	11

1b. Households – Host Home Program

Households	Host Homes for Youth without Children	Host Homes for Pregnant or Parenting Youth	Total
Total number of households	5	3	8

1c. Household Table – Host Home Program

Household Table	Participants in Host Homes for Youth without Children	Participants in Host Homes for Pregnant or Parenting Youth	Total
Adults age 18-24	5	3	8
Accompanied children under age 18	N/A	3	3
Total Participants	5	6	11

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

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- 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 persons 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