



Allegheny County Department of Human Services

RFP Response Form

Housing Mobility Services for Families in the Housing Choice Voucher Program

PROPOSER INFORMATION

Proposer Name: YWCA Greater Pittsburgh

Authorized Representative Name & Title: Monique McIntosh, Chief Administrative Officer

Address: 305 Wood St, Pittsburgh, PA, 15222

Telephone: 412-391-5100

Email: ywca@ywcaphgh.org

Website: www.ywcaphgh.org

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

Date Incorporated: 1867

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

How did you hear about this RFP? *Please be specific.* We were notified on 3/16/2021 by DHSProposals@AlleghenyCounty.US about this opportunity.

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Angela Reynolds	412-608-6009	areynolds@ywcaphgh.org
Contract Processing Contact	Ginny Giles	814-449-8490	ggiles@ywcaphgh.org
Chief Information Officer	N/A	N/A	N/A
Chief Financial Officer	Lisa Scanlon	412-255-1484	lscanlon@ywcaphgh.org
MPER Contact*	Sarah Dittoe	412-255-1292	Sdittoe@ywcaphgh.org

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

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BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.
Board List is included as an attachment with this application.

Board Chairperson Name & Title: Melanie S. Gefert-Azur

Board Chairperson Address: [REDACTED]

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.*

Name: Julie L. DeSeyn, Chief Program and Policy Officer
Email: Julie.DeSeyn@unitedwayswpa.org
Tel: 412-456-6823
Affiliation: Community partner at United Way of Southwestern PA

Name: Jeremy Carter, Manager of HOF Consumer Programs
Email: jcarter@ura.org
Tel: 412-255-6650 (o) [REDACTED]
Affiliation: Community partner at the Urban Redevelopment Authority of Pittsburgh

Name: Kyle Webster, General Counsel
Email: Kwebster@actionhousing.org
Tel: 412-281-2102 x 2031
Affiliation: Community partner at ACTION-Housing, Inc.

PROPOSAL INFORMATION

Date Submitted: 4/23/2021

Amount Requested: \$360,000.00

CERTIFICATION

RFP for Housing Mobility Services for Families in the Housing Choice Voucher Program

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

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Budget attachment, if desired

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REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 12 pages.

Organizational Experience (35 points)

1. Describe why your organization is the best candidate for the Housing Mobility Program and how the Housing Mobility Program fits within your mission.

YWCA Greater Pittsburgh (hereafter YWCA) has experience working on both sides of housing accessibility and housing mobility issues. Through our subsidiary, YW Homes, we provide single family subsidized housing units to low-income families in Opportunity Areas (e.g. Edgewood, Swissvale, Baldwin, Brentwood, and Ingram). Currently five out of nine of our tenants use a Housing Choice Voucher. Additionally, we are a Rapid Rehousing and Transitional Housing provider. We work directly with landlords in the community to house individuals and families who have experienced homelessness. YWCA's staff work closely with program participants to find housing in their desired neighborhoods. We work with Housing Authority of City of Pittsburgh and Allegheny County Housing Authority to assist participants with the voucher application process. Through our unique blend of housing programs and wraparound services we believe we are the best candidate for the Housing Mobility Program. Our unique perspective that sustains our request is below:

- **Our History:** In January of 1999, YWCA formed YW Homes to provide affordable housing choices for low-and moderate-income families in Allegheny County communities that are stable and accessible to economic opportunities. YWCA began this work in response to the lack of affordable housing opportunities in Allegheny County; the increasing racial segregation of Allegheny County communities brought to light by the Sanders Consent Decree; and the lack of housing choice in neighborhoods with quality schools, diverse populations, and access to transportation and jobs for low- to moderate-income families. YW Homes consists of ten single-family homes located in first-tier suburban communities. Currently, of the nine occupied properties, eight households served are families of color, most of which are headed by single women.
- **Our Housing Relationships:** YWCA's Resource Center has a robust network of landlords and property owners across Allegheny County. Since July 2020 we have worked with 119 unduplicated landlords in our Housing Stabilization Program to rectify landlord-tenant relationships; settling outstanding arrears and negotiating payments. In addition, we facilitated 85 landlord-tenant relationships within the past year in our Rapid Rehousing and Bridge Housing programs. These relationships developed over time as we worked to find and secure housing for individuals and families, many of whom already accept Housing Choice Vouchers, and many of whom are in Opportunity Area neighborhoods.
- **Our Past Program Performance:** Last year, our housing programs passed all our annual program audits, without any deficiencies, which speaks to our exceptional program and case management and the strength of our staff. Our audit close out letter stated, "Due to your continuous outstanding supportive services offered to clients and the documents

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submitted for review being sufficient, the YWCA Bridges RRH Program and Bridge Housing Program monitoring, for 2020 Annual Monitoring, is now complete. Congratulations to your team on this success!”

YWCA believes every family, individual, and child – regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE); intellectual or physical ability; English language proficiency; or life experiences deserve equal access to opportunities to be healthy and well.

YWCA remains rooted in our history and commitment to the reduction of racial and gender disparities. In September 2020, we launched an Advocacy Agenda focusing on: (1) protecting and improving affordable, quality early child care; (2) strengthening funding for programs and services that prevent homelessness; and (3) educating our community about the racial justice issues that impact women, children, and families.

Our housing programs take a holistic approach, looking at a complete picture of a family’s strengths and needs. Our programs are low-barrier, our work is person-centered and trauma-informed, and we use a Housing First model. We are excited at the opportunity to support more families as they transition to opportunity neighborhoods.

2. Describe your experience partnering with other organizations to implement programs. Provide examples of partnerships with government and/or research sectors, especially.

Collaboration is key to YWCA’s philosophy when conducting our work. Partners include:

- Department of Human Services (DHS) to provide Rapid Rehousing and Transitional Housing programming for families and individuals experiencing homelessness; since January 2021 we have served 90 individuals.
- Allegheny County Housing Authority (ACHA) and Housing Authority of City of Pittsburgh (HACP) as a landlord who accepts Housing Choice Vouchers and as a Housing Provider who works with the Homeless Preference Program.
- City of Pittsburgh Urban Redevelopment Authority (URA) through our Housing Stabilization Programs (HSP), which help City residents achieve housing stability through financial assistance for rental arrears, utility bills, and security deposits. This fiscal year to-date, we have served 140 households through HSP.
- Housing Court, URA, and The Pittsburgh Foundation to provide eviction prevention programming to City of Pittsburgh residents who are in the process of eviction, to provide payment to landlords in order to settle pending eviction cases and prevent eviction. This fiscal year to-date, we have served 29 households in this program.
- DHS and ACTION Housing to administer the Emergency Rental Relief Program which started on March 15, 2021 and is tasked with providing \$60 million in rental assistance to help stabilize households in Allegheny County who have been impacted by the COVID-19 pandemic. As of April 20, 2021, YWCA staff have contacted 2,042 separate applicants to offer assistance.
- United Way as the lead organization to implement the Women’s Impact Network (with Center for Women and Neighborhood Legal Services) and a partner with YMCA for Hope for All to help families recover from a financial setback, meet basic needs, and

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move towards self-sufficiency. Additional community partners are: PA Women Work, and Pitt School of Social Work.

3. Provide evidence that the people you currently serve are satisfied with your services/ organization. Explain how you receive and incorporate feedback to improve services.

YWCA's Resource Center client testimonials speak to their satisfaction with our services:

- "My experience with the YWCA program is amazing. There are not a lot of good programs in the community that are willing to help how they say they do but the YWCA follows through with plans and goals and I would definitely recommend this program to women all over." Amber*, a current Rapid Rehousing client
- "My time in the program has been challenging but helpful coming from where I was 2 years ago, and I would definitely recommend anyone in need to this program." George*, a current Bridge Housing client

** indicates name changed*

Recognizing the importance of program efficacy, we have a staff member dedicated to program evaluation. YWCA conducts electronic surveys through our database case management system, Apricot Software, which has direct text messaging and email capabilities. We analyze this data to address the areas that may stand in need of service improvement, gather impact data, assess our clients' additional needs, and obtain customer feedback.

Our most recent survey conducted in March of 2021, sent out 388 e-surveys to both email addresses and mobile phones of clients serviced in FY 2020-2021. We received a 35% response rate, where client feedback was collected and assigned to the appropriate staff to investigate, resolve, respond and implement any necessary corrective action plans. Starting in the new fiscal year, YWCA's Resource Center will implement an automatic customer service survey process after finalizing each client case.

YWCA's Resource Center established a processes review based on the recent client feedback. Anecdotally, staff response time was noted as a space for improvement; at one point, our call back time averaged one week. A detailed time study was conducted to analyze current processes and capacities. The outcomes of this processes review showed our call response rate improved from one week to 24-72 hours (allowing for weekends).

4. Describe your strategy for retaining high quality staff and offering them opportunities for professional development/training. Include evidence of staff retention and satisfaction.

YWCA adopted a vision for organizational culture that aims to be a top regional workplace for a diverse workforce.

- The average tenure of YWCA staff for fiscal year 2020 - 2021 is 5.1 years compared to the national average (as of January 2020) of 4.1 years. 33% of employees have been with the agency for at least 10 years.

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- We emphasize professional development through cross-departmental collaboration involving fundraising, advocacy, organizing, and public speaking. Staff also have the opportunity to gain managerial experience by supervising interns and temporary staff.
 - YWCA offers a competitive compensation and benefit program.
 - Recently raised the agency's minimum wage to \$15 per hour.
 - Offer generous PTO and flexible work schedules.
 - Extending our flexible schedule and remote work policies to continue post-pandemic.
5. Provide examples of how you maintain databases/use software for reporting/analysis, tracking service interactions, and/or staff management.

Data for the Resource Center is collected and managed through Apricot, our program data management system. We also use HMIS and Microsoft Excel to pull data and run reports.

Our newly hired Program Evaluation Manager has enhanced YWCA's ability to understand clients, community needs, monitor and track our program data collection, and allowed our data to inform program effectiveness. We plan to hire an additional Data Coordinator to support our Program Evaluation Manager in the months to come.

By virtue of YWCA's collaborative philosophy, our staff are comfortable and competent in using our partner agencies' preferred database systems including 2-1-1 Navigate, Okta, and HMIS. Since January 2021, in response to the on-going needs brought on by the coronavirus pandemic, YWCA tracked and reported 112 disbursements of Emergency Basic Needs grants with 2-1-1 Navigate.

Housing Experience (25 points)

6. Describe your experience providing housing-related services to families.

YWCA's work began in 1892 when we offered bedrooms and bathing facilities for up to thirty girls at \$4.00 per month. Today, we provide housing services to 191 individuals and families. A summary of our current housing programs is:

- **Bridge Housing** - Founded in 1989, Bridge Housing serves 20 households at a time. Since January 2021 to-date, this program has served 40 individuals. We provide case management including monthly goal planning, wrap-around services such as transportation, employment referrals, mental health and drug and alcohol support, medical referrals, housing navigation, landlord mediation. Our staff work closely with every household to support their housing goals, including helping them navigate the application process for the Homeless Preference Housing Choice Voucher Program. These families over the course of three months to two years achieve self-sufficiency in permanent housing.
- **YW Homes** - Founded in 1999, YW Homes operates 10 Homes, currently serving 9 families. The only vacant unit is undergoing repairs and preparing for new occupancy. In

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this program, our organization is the landlord, so we provide property management to the families who occupy these homes.

- **Rapid Rehousing** - Operating since 2016, our Rapid Rehousing program serves 23 households/families at a time. Since January 2021, this program has served 50 individuals. This program includes case management and wraparound support, similar to the client support described above, under the Bridge Housing program.
- **Housing Stabilization Program** - Established in 2019, we provide up to three to six months of rental and utility assistance, as well as wraparound resources and referrals to support families' ongoing housing stability. We assess housing stability at the start and end of the program and provide follow up to clients for up to 6 months after their assistance ends in order to obtain feedback about program success and the household's perception of their self-sufficiency. Since July 2020, HSP has served 150 households.

Our experience implementing housing-related services:

- **Case Management** – YWCA understands that tailored case management is essential to a client's ability to direct their housing goals and navigate their path towards self-sufficiency. We provide a blend of assessment and coordination services to help our clients develop their goals, identify their preferred homes, and support them throughout the move-in and acclimating stages. Our housing team possesses in-depth knowledge of communities within our service area and available services and housing, mixed with culturally responsive and trauma-informed service provision for the families and individuals seeking housing assistance. Our case management aligns with the standards set by HUD using a Housing First model. We report to Allegheny Link or the URA when we have availability in any of our programs, ensuring our housing programs are always at capacity.
 - **Client Eligibility and Program Compliance** – Housing staff review client information to determine whether all eligibility requirements are met, including financial eligibility, residence, work/education/training, and citizenship. Staff receive ongoing training to ensure the YWCA remains compliant with programmatic guidelines. Supervisors monitor case files monthly to ensure staff adhere to all regulations and policies. In 2020, YWCA's housing programs passed our program audit with no deficiencies.
 - **Following-up on Missing Information** – Housing staff request missing information, such as proof of income or residence, by email and phone to ensure timely processing of applications and redeterminations. We have adapted in-person services to a virtual platform (e.g. DocuSign) so we can continue to meet the clients needs at their convenience.
7. What key housing challenges do families with low-income face, especially in moving to Opportunity Areas? In your response, also consider the challenges faced by Black families, female-headed households with children, and individuals with disabilities, which make up a significant portion of HCV Program participants.
- **Background Check and Credit Checks.** Many landlords require a background check and a credit check which prospective tenants can't always pass, limiting their options, especially in opportunity neighborhoods where there are fewer housing options for low-income families.

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- **Source of Income Discrimination.** Despite the City of Pittsburgh’s 2015 ordinance that would bar discrimination based on a person’s income, and throughout the legislation’s long-running litigation, it remains permissible to bar someone housing due to their source of income. This disproportionately affects Black families, especially those headed by women. Income discrimination could be a front for racial discrimination in these cases. According to a recent article by WESA, as many as 41% of individuals who are issued vouchers must return them unused, due to the refusal of landlords to accept the vouchers.
 - **Landlord Participation.** Housing Choice Voucher reimbursement rates are below landlords’ rental expectations, especially in Opportunity Areas where rent averages may be higher. Rent reasonableness is an inconsistent measurement to attempt to increase rental reimbursements for landlords. In addition, the ‘red tape’ and the burdensome bureaucratic processes, inconsistent standards of home inspections, and lengthy timelines are a deterrent for landlord participation.
 - **Limited Housing Options.** Family size and unit sizes are major challenges, for instance, finding affordable housing for larger families. In one internal network list, only 21% of landlords offer housing options larger than two-bedrooms. Additionally, there is a current shortage of one-bedroom units that accept Housing Choice Vouchers. Beyond family and unit size concerns, housing options for individuals with disabilities require many accommodations that landlords who participate in HCV are unwilling or unable to implement (e.g. wider door frames, lower countertops, service animals, etc.).
 - **Affordability.** Typically, security deposit and application fees required by landlords are costly and are not covered by HCV. For many families with limited or fixed income, paying a lump sum is not an option.
 - **Transportation.** Affordable housing units in opportunity neighborhoods often lack accessible public transportation. Conversely, opportunity neighborhoods with abundant public transport, like those in the East End, have units well outside a feasible rental price point.
8. Provide examples of your experience working with landlords, property owners, real estate firms and other stakeholders involved in local (Pittsburgh and Allegheny County) housing markets.

YWCA’s Resource Center is comprised of key personnel that bring over 60 years of collective experience working with landlords, property owners, real estate firms and other stakeholders involved in local housing markets.

- Current staff in Bridge Housing and Rapid Rehousing actively work with 50 landlords and property owners as part of their current network. 57% of the properties they work with landlords are in Opportunity Area neighborhoods.
- Shannon Messana, YWCA’s Housing and Resource Center Manager, brings an additional network with 38 landlords and property owners. 74% of the properties she works with are located in Opportunity Area neighborhoods.
- Sarah Dittoe, YWCA’s Resource Center Director, has worked with low-income households experiencing homelessness for the last seven years. She has managed a variety of housing programs, including Permanent Supportive Housing, Transitional Housing, Rapid-Rehousing, Emergency Shelter, and a variety of rental assistance

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programs. The housing programs operated under Sarah's leadership have all demonstrated a track-record of success.

- Monique McIntosh, YWCA's Chief Administrative Officer has over 10 years of experience working directly with financial institutions, landlords, and real estate agents. Her experience also encompasses: DHS rental assistance programs, Housing Assistance Programs, and Housing Stabilization Programs at both YWCA and Urban League of Greater Pittsburgh.
- Angela Reynolds, Ph.D. serves as YWCA's Chief Executive Officer with 25 years of housing-related experience. Dr. Reynolds began her professional career as Testing Coordinator for the Fair Housing Partnership. She is co-author of several studies addressing housing affordability, discrimination, or mobility and self-sufficiency.

Organizationally, YWCA has a large and expanding network of landlords and property managers with whom we work in our Rapid Rehousing and Bridge Programs.

Implementation Plan (30 points)

9. Provide a plan for recruiting/reassigning and supervising qualified staff to fill the positions named in Section 2. Include a short description of qualifications for any individuals that you have already identified to staff the Housing Mobility Program. What specific strategies will you employ to recruit racially diverse staff and staff with lived experience relevant to the Housing Mobility Program?

Recruiting, Reassigning, and Supervising Qualified Staff

- Staffing includes one part-time supervisor, and three full-time positions to implement the Housing Mobility Program. A summary of new position descriptions, as well as existing staff identified to oversee the program are listed below.
- New positions: Two full-time mobility counselors who will provide housing search and leasing assistance, administration of financial assistance and post - move support. One full-time landlord liaison who will conduct landlord outreach and administer short-term financial assistance.
 - YWCA has demonstrated success in recruiting and on-boarding new staff quickly and effectively, as evidenced by YWCA's lead role in the County's ERAP network. From program formulation to implementation, within one week, we recruited and on-boarded six new staff members who have retained employment to-date. Within the first month of ERAP, they have assisted 2,042 separate applicants.
- Resource Center Director, Sarah Dittoe, directs the daily operations of the housing and Resource Center's programs and supportive services.
 - Housing and Resource Center Manager, Shannon Messana, will supervise the Housing Mobility Program part-time by managing staff and program services, ensuring compliance and high-performance outcomes. She will serve as a direct point of contact for Housing Mobility Program partners and DHS.

Demonstrate an Organizational Commitment to Racial Diversity

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YWCA is a member of a nationally recognized movement with a mission to eliminate racism and empower women. For over 160 years, YWCAs have been positioned at the forefront of pressing social movements advocating for voting rights, civil rights, and violence protection; affordable housing and pay equity; and health care reform. We are not just committed to hiring a diverse workforce but also supporting an organizational culture that promotes belonging.

- YWCA lives out our mission to advance racial justice and empower women through our organizational policies and procedures.
- Incorporate racial justice training through our Center for Race & Gender Equity in our on-boarding process and with our existing employees.
- Assist other organizations with incorporating racial justice and intersectionality approaches.
- Illustrate our policies that affect work/life balance and reflect changing family structures, home situations, and cultural norms.
- Continue to enforce accountability among staff to demonstrate a commitment to providing a high-quality level of care to all the diverse clients served.

Targeted Recruitment

- YWCA ensures that job descriptions reflect our commitment to diversity, equity, and inclusion; promote our mission to eliminate racism and empower women; and are written to appeal to a diverse pool of candidates.
- We partner with New Pittsburgh Courier and Soul Pitt who primarily serve individuals of color to develop recruitment plans. They have shared our job postings online and via e-news blasts.
- We actively recruit in communities of color and personalize recruitment by partnering with a community-based organization to conduct career fairs and job interviews on-site. We share job descriptions and postings within our partner networks, to be distributed amongst their clients served.
- Share our job postings with all YWCA Resource Center and Childcare program participants; personalize recruitment by contacting clients via phone, text, email, and social media platforms and during the intake process.

Job Mentorship and Career Ladders

- Carlow University offers YWCA's Early Learning, Child Development, & Education employees an opportunity for professional development, credentialing, and advancement through their registered Apprenticeship program.
- Increase (and publicize) ability for advancement. Temporary staff are encouraged to apply and transition to permanent, full time whenever possible. In the past year, two staff from different departments made this transition.
- In the Fall, we plan to launch a Fellows Program aiming to provide paid 6-month professional opportunities, and employment support to adults re-entering the workforce or who had to leave due to COVID-19.

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10. How will you prepare families for success in the housing search and leasing assistance process? Describe key components of that preparation, including how you will ensure that staff are familiar with Opportunity Areas. What challenges do you anticipate and how will you overcome them?

Our Housing Identification Efforts:

- YWCA will interview participants upon program entry to understand the participants' preferred neighborhoods and what elements of a community are important to them. Staff will ensure that clients are informed of available units in Opportunity Areas as part of this conversation. Ultimately, our program participants' preferences will influence the direction their housing search will take.
- Staff will seek out new landlords with properties in Opportunity Areas, establish relationships, educate landlords on the Housing Voucher Program and expand our network in order to provide more diverse options to families in the program, as they identify their preferred neighborhoods.
- We will support families' success by providing a list of available apartments/landlords in the clients' preferred Opportunity Areas, as well as neighborhood resources in these areas. As needed we will provide transportation to view these areas in advance of housing selection. Once options have been identified, we will accompany families to home/unit viewings and facilitate meetings between landlords, as well as provide neighborhood tours in order to introduce program participants to neighborhood amenities and places of interest. Our staff is proactive in researching additional neighborhood supports within each area to promote long-term, positive outcomes.
- Staff will keep a database of landlords in Opportunity Areas whom we can contact for vacancy listings on a regular basis, in order to continuously provide our clients with best choices.

Potential Challenges:

- Encouraging households to consider Opportunity Areas when they don't have a social network already established in those neighborhoods will be a challenge. We would share available apartments and landlord information, as well as neighborhood resources in Opportunity Areas with the program participants' social networks, in order to support their transition to opportunity neighborhoods and increase the program participants' sustained success.
- Continuing to build upon a landlord database and educating landlords on the benefits of participating in the housing choice voucher program will be a challenge. We have a track record of establishing positive relationships with landlords across the county.

11. How will you administer and track short-term financial assistance to families? To landlords? What challenges do you anticipate and how will you overcome them?

Existing Processes:

- We have well established processes for providing payment to clients, landlords, and third-party recipients. YWCA has a track record of disbursing funds for years, but in the

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wake of COVID-19 this process ramped up exponentially. This year alone, we are on track to disperse over \$1.5 million dollars. This is a complex process that includes an eligibility screening, unique to each grant/fund: staff are well-trained to review screening questions with potential clients to ensure they meet the minimum eligibility, as well as obtaining the required documentation. Our financial services are involved with our process to keep these flows of funds tracked and dispersed accurately – and ensure that we are good stewards of the funds being given to us.

- When eligibility has been established, staff compile the documentation and submit for payment. We have two internal systems we use to track financial assistance which serve as checks and balances to each other. Our Manager tracks every fund expenditure in a spreadsheet to ensure real-time information about available funds. Our finance department meets with the Manager monthly to reconcile financial statements. As a final measure, we would also keep individual files on each household and each landlord engaging with the Housing Mobility Program.

Potential Challenges:

- Receiving requisite forms (e.g. W9, invoices, etc.) in a timely manner has been a historical challenge in programs that incorporate a financial aspect. A client or bill may be deemed eligible for assistance or payment, but without a full portfolio of needed documentation being submitted alongside the request for payment, the funds cannot be disbursed. The ongoing coronavirus pandemic and subsequent shutdowns add additional barriers that may delay this process, for example: submitting and collecting forms. Recognizing the digital barrier many clients face, YWCA has maintained drop-by office hours throughout COVID-19. YWCA staff have also connected eligible clients with DHS-offered technology like laptops and hotspots.

12. How will you provide post-move support services for families that move to Opportunity Areas? Describe key components of that support, including ideal frequency of check-ins and how you will connect families to resources in Opportunity Areas. What challenges do you anticipate and how will you overcome them?

Key Components of Support:

- YWCA's Resource Center will work with families to identify any challenges or barriers they expect to experience during this transition. We will establish client-centered goals around their self-identified wants and needs. We will conduct monthly check-ins and work together, with families, to mitigate barriers to long-term stability.
- Households with more barriers will meet weekly or bi-monthly, and we will provide more frequent support, as needed, using a progressive engagement model.
- Our Housing Mobility Coordinators will provide post-move counseling focused on life skills like goal setting, banking and budgeting, landlord-tenant relations, home maintenance, credit education and more.
- We will leverage our relationships with community organizations to welcome and provide move-in support and resources to these families.

Potential Challenges:

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- Post move-in challenges would be identified by the participants themselves. We anticipate most challenges will be related to integrating families into an unfamiliar neighborhood. YWCA's Resource Center is well-versed in resources throughout Allegheny County and will provide extra support around what these families identify as their hardest challenges. We will assist with applications and provide warm referrals whenever possible.

13. How will you cultivate and maintain relationships with landlords and secure appropriate units in Opportunity Areas? Describe key components of landlord recruitment, engagement and retention. What challenges do you anticipate and how will you overcome them?

Outreach and Retention:

- YWCA's housing programs will identify landlords in Opportunity Areas through vacant property listings and reach out to them to set up time to view their units, talk about our program, why we exist, what we are trying to do, who we are helping, and why we believe that we can work together to reduce generational poverty. We would highlight the benefits of the program and the ongoing support that we could provide for up to a year.
- There is an additional opportunity to engage landlords through our existing programming, particularly the HSP. The inaugural plan will institute an additional, final, step in the HSP program that incorporates outreach to landlords ending that HSP interaction and inquire about their willingness to enter into the Housing Mobility Program's new landlord database.

Potential Challenges:

- Housing Choice Voucher reimbursement rates are potentially below landlords' rental expectations, especially in Opportunity Areas where rent averages may be higher. Rent reasonableness is an inconsistent measurement to attempt to increase rental reimbursements for landlords. In addition, the 'red tape' and the burdensome bureaucratic processes, inconsistent standards of home inspections, and lengthy timelines are a deterrent for landlord participation.
- Since this is an inaugural program, we anticipate that the estimated budget allowances for landlords and families could be inadequate, and that there may be unanticipated costs- especially around the work to help landlord properties pass inspection (e.g. roof/gutter condition, foundational repairs, etc.).

14. Describe the changes to your implementation plan and the support that you would need from Housing Mobility Program partners if Pittsburgh-Allegheny County is selected to be part of the HUD HCV Mobility Demonstration. What challenges do you anticipate and how will you overcome them?

If Pittsburgh were to be selected as part of the HUD Housing Choice Voucher Mobility Demonstration, our implementation plan will be changed to reflect the processes, procedures, reporting requirements, and outcomes that HUD defines for the program. Fortunately, we have experience managing HUD housing programs and believe we will be able to adapt

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quickly and easily. As we scale up our services, we will maintain open and clear communication with our program partners at DHS.

Potential Challenges:

- In planning for the organizational capacity needed to implement this program, YWCA is considering the new employees that will staff the program, and their needs in the organization and facility. Expanding our services during a one-year timeframe versus a five-year timeframe are different considerations. We will overcome this challenge by offering flexible workspaces and work-from-home options.
- We foresee capacity challenges for our Finance and Development departments as we look at the next five years of this program being implemented. This program will require a high-level of attention, to ensure successful implementation. We can overcome this challenge by adding a Grants Administrator and Financial services personnel to support our Resource Center staff.
- Quality of care to the people we serve may be impacted if we increase the number of people we serve within the next three years from 100 to 130. When capacity in a program increases while the number of support staff stays the same, the amount of time that can be spent working with each household can be strained. We are familiar with this challenge and experienced a demand surge due to COVID. We would rely on our existing surge processes and a progressive engagement model in order to ensure that we can provide the support that each household will need to maximize success in the program.

Budget (10 points, not included in page count. You may provide the budget as an attachment [e.g., Excel file] or in the space below)

15. Provide a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Housing Mobility Program services as described in the RFP.

A budget is included as an attachment with this application.

16. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget

Salary – Total: \$162,958

- One Director will spend 10% of time directing the daily operations of the Housing Mobility program and supervising the program manager. This individual's annual salary is \$66,826, and 10% of the salary: \$6,683 will be covered for the 12 months of the contract. The agency will fund this individual's salary through the YWCA Greater Pittsburgh endowment and fundraising efforts.
- One Program Manager will spend 50% of their time, managing staff and Housing Mobility Program services and be a direct point of contact for Housing Mobility Program partners. This individual's annual salary is \$50,0470, and 50% of the salary: \$25,235 will be covered for the 12 months of the contract.

RFP for Housing Mobility Services for Families in the Housing Choice Voucher Program

- Two Housing Mobility Counselors will spend 100% of their time provide housing search and leasing assistance, administration of financial assistance to families and post-move support in addition to administrative work connected to the program. The annual salary for each housing Mobility Counselor is \$21 per hour for 40 hours a week for 52 weeks totaling \$87,360.
- One Landlord Liaison will spend 100% of their time conducting landlord outreach, administration of financial assistance to landlords and administrative work connected to the program. This individual's salary is \$21 per hour for 40 hours a week for 52 weeks totaling \$43,680.

Fringes – Total: \$56,311

- Medical Insurance cost for full-time employees is the following:
 - Director: $\$86 \times 12 \text{ months} = \$1,030$. The agency will fund this individual's benefits through the YWCA Greater Pittsburgh endowment and fundraising efforts.
 - Program Manager: $\$486 \times 12 \text{ months} = \$5,827$
 - (2) Housing Mobility Counselors: $\$1914 \times 12 \text{ months} = \$ 22,965$
 - Landlord Liaison: $\$956.86 \times 12 \text{ Months} = \$11,482$
- FICA for all salaries: $\$162,958 \times .0765 = \$12,466$. The agency will fund \$511 through the YWCA Greater Pittsburgh endowment and fundraising efforts.
- Unemployment cost is $\$127 \times 12 \text{ months} = \$1,562$. The agency will fund \$38 through the YWCA Greater Pittsburgh endowment and fundraising efforts.
- Workers Compensation cost is $\$63 \times 12 \text{ months} = \779 . The agency will fund \$19 through the YWCA Greater Pittsburgh endowment and fundraising efforts.
- Retirement costs is $\$17 \times 12 \text{ months} = 200$. The agency will fund this individual's retirement through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Program Supplies – Total \$2,000

- To provide move-in supplies to participants: cleaning and household supplies etc. \$ 166.676 per month x 12 months = \$2,000.

Office Supplies – Total: \$500

- Including binders, file folders, printer paper, toner, staples, etc. \$41.66 per month x 12 months = \$500. The agency will fund the total cost for offices supplies through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Telephone/Internet – Total: \$2,394

- This service is needed to stay connected to funding sources, online reporting databases, families, landlords, community collaborators and staff. \$ 199.48 per month x 12 months = \$2,394. The agency will fund the total cost for telephone/internet through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Mobile Phones – Total: \$ 1,800

- Three cell phones for use by one Landlord Liaison, and two Housing Mobility Counselors to contact administration, landlords and families during any project off-site activities. \$150 per month X 12 months = \$1,800

Software – Total: \$3,024

RFP for Housing Mobility Services for Families in the Housing Choice Voucher Program

- Includes electronic file storage and internet/email security. The agency will fund the total cost for software through the YWCA Greater Pittsburgh endowment and fundraising efforts.
 - Subscription for virtual server hosting. \$203.61 per month X 12 months = \$2,443
 - Productivity Software and email Security. \$48.40 per month X 12 months = \$581

Postage – Total: \$252

- Includes mailing, postage of flyers, program announcements, fiscal reports etc. \$20.83 x 12 months = \$252. The agency will fund the total cost for postage through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Printing – Total: \$2,519

- To include flyers, registration forms, program announcements, fiscal reports handouts, workshop information, etc. \$209.93 x 12 months = \$500.00. The agency will fund the total cost for printing through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Office Equipment Maintenance/Repair - Total: \$310

- Includes copy machine maintenance and repair. \$25.83 X 12 months = \$310. The agency will cover the total cost for office equipment maintenance/repair through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Equipment Purchase – Total: \$4,500

- Two laptops (\$1,500/each) for the Housing Mobility Counselors to complete family intake, track short-term financial assistance to families, and maintain client data in addition to performing administrative work connected to this program. \$1,500 X 2 staff = \$3,000.
- One laptop (\$1,500) for the Landlord Liaison to research landlord and property owners in Opportunity Areas, administer landlord financial assistance, maintain landlord files in addition to performing administrative work connected to this program.

Travel – Total: \$4,620

- Staff are expected to travel throughout Allegheny County to visit landlords, inspect units, attend partner meetings, visit families etc. The agency reimbursable mileage rate is 0.56 per mile. The agency will fund the total cost for Director travel through the YWCA Greater Pittsburgh endowment and fundraising efforts.
 - Director: 750 miles x .0.56 = \$420
 - Program Manager 1072 miles x 0.56 = \$600
 - 2 Housing Mobility Counselors 4,286 miles X 0.56 = \$2,400
 - Landlord Liaison: 2,142 miles X 0.56 = \$1,200

Occupancy – Total: \$4,320

- Site location costs to conduct services. The cost is \$100 per month for each office. The agency will fund the total cost for occupancy through the YWCA Greater Pittsburgh endowment and fundraising efforts.
 - Director: \$10 x 12 months = \$120
 - Program Manager \$50 x 12 months = \$600
 - 2 Housing Mobility Counselors \$200 X 12 months = \$2,400
 - Landlord Liaison: \$100 X 12 months = \$1,200

Participant Financial Assistance – Total: \$90,000

RFP for Housing Mobility Services for Families in the Housing Choice Voucher Program

- Short-Term Financial Assistance - \$90,000 to cover expenses such as application fees, mover costs, renters' insurance and/or security deposits.

Landlord Assistance – Total: \$26,460

- Landlord Assistance - \$26,460 for landlord assistance to cover small repairs to pass inspection, sign-on bonus payments or vacancy holds.

Professional Development – Total: \$3,600

- Monthly cost for staff professional development: Two housing Mobility Counselors and one Landlord Liaison. The cost is \$100 per month for each staff. The annual cost for three staff is $\$300 \times 12 \text{ months} = \$3,600$. The agency will fund the total cost for professional development through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Advertising – Total: \$1,000

- To include hiring notices, special events $\$83.33 \times 12 \text{ months} = \$1,000$. The agency will fund the total cost for advertising through the YWCA Greater Pittsburgh endowment and fundraising efforts.

Administrative Overhead – Total: \$21,097

- Calculated at 10% of salaries plus fringe. Includes administrative staff salary and benefits; administrative office supplies; legal fees, etc. $\$210,971 \times .10 = \$21,097$.

	DHS Housing Mobility Request	YWCA Greater Pittsburgh Endowment/ Fundraising	Total Program Cost
SALARIES	\$ 156,275	\$ 6,683	\$ 162,958
FRINGES	\$ 54,696	\$ 1,615	\$ 56,311
TOTAL PERSONNEL	\$ 210,971	\$ 8,298	\$ 219,269
PROGRAM SUPPLIES	\$ 1,887	\$ 113	\$ 2,000
OFFICE SUPPLIES/EXPENSE	\$ -	\$ 500	\$ 500
TELEPHONE/INTERNET	\$ -	\$ 2,394	\$ 2,394
MOBILE PHONES/PAGERS	\$ 1,800	\$ -	\$ 1,800
SOFTWARE	\$ -	\$ 3,024	\$ 3,024
POSTAGE	\$ -	\$ 252	\$ 252
PRINTING	\$ -	\$ 2,519	\$ 2,519
OFFICE EQUIP. MAINT/REPAIR	\$ -	\$ 310	\$ 310
EQUIPMENT PURCHASE	\$ 3,585	\$ 915	\$ 4,500
TRAVEL	\$ 4,200	\$ 420	\$ 4,620
OCCUPANCY	\$ -	\$ 4,320	\$ 4,320
PARTICIPANT FINANCIAL ASSISTANCE	\$ 90,000	\$ -	\$ 90,000
LANDLORD FINANCIAL ASSISTANCE	\$ 26,460	\$ -	\$ 26,460
PROFESSIONAL DEVELOPMENT		\$ 3,600	\$ 3,600
ADVERTISING		\$ 1,000	\$ 1,000
ADMINISTRATIVE OVERHEAD	\$ 21,097	\$ -	\$ 21,097
Total Operating	\$ 149,029	\$ 19,367	\$ 168,396
TOTAL EXPENSES	\$ 360,000	\$ 27,665	\$ 387,665