



Writer's Extension:  
[REDACTED]

October 19, 2022

**VIA EMAIL ONLY**

Re: *Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County*

Dear Selection Committee:

Please find enclosed a proposal in response to the RFP for Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County. We are excited to present this partnership that will capitalize off the experiences from lessons of the Emergency Rental Assistance Program. Over the last two years, we have been focused on providing emergency funding to ensure an eviction crisis did not occur during the worst pandemic of our lifetimes. As we move out of that period, the realities of effective housing stabilization require much more than simply paying peoples' rent. This proposal strives to achieve not just eviction prevention, but true housing stabilization through expanding mediation offerings, financial counseling, credit building, intensive personalized on-going housing counseling, and ensuring the full team is educated on offerings that can intervene and assist in every household's unique circumstances. The goal through this proposal is economic mobility and self-sufficiency – a lofty and ambitious goal that only a partnership of this caliber and this diversity could achieve. We appreciate your consideration and invite the opportunity to discuss further.

Thank you and please let us know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Webster', is enclosed within a hand-drawn oval.

Kyle C. Webster  
Vice President of Housing  
General Counsel  
[REDACTED]

# **ACTION-Housing Collaborative Proposal**

## **Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County**

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Allegheny County Department of Human Services

# RFP Response Form

## Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County

### PROPOSER INFORMATION

Proposer Name: ACTION-Housing, Inc.

Authorized Representative Name & Title: Kyle C. Webster, VP of Housing/ General Counsel

Address: 611 William Penn Place, Suite 800, Pittsburgh, PA 15219

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.actionhousing.org

Legal Status:  For-Profit  Nonprofit  Sole Proprietor/Individual  Partnership

Partners included in this Proposal: RentHelpPGH, the Urban League of Greater Pittsburgh, the YWCA of Greater Pittsburgh, Neighborhood Allies, WAVE, Just Mediation Pittsburgh, various yet to be confirmed community partners

How did you hear about this RFP? *Please be specific.* We are involved in the County-wide eviction prevention network who have been anticipating this RFP.

### 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.*

- Dianne Wainwright, Allegheny County Courts, [REDACTED]
- Jala Rucker, Pittsburgh Union of Regional Renters, [REDACTED]
- John Katz, Brandywine Agency, [REDACTED]

### CERTIFICATION

Please check the following before submitting your Proposal, as applicable:

## **RFP for Target Rental Assistance and Supportive Service to Reduce Homelessness in Allegheny County**

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>.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents
- Applicants who do not have current Allegheny County DSH contracts must submit the DHS New Provider Application and its supporting documents

### **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.

## **RFP for Target Rental Assistance and Supportive Service to Reduce Homelessness in Allegheny County**

### **Organizational Experience (25 points)**

1. Describe why your organization is the best candidate for the Rental Assistance Program and how it fits within your mission.

Over the last two years, ACTION-Housing has become a regional leader in rental assistance programs. We have been able to leverage our capacity with our commitment to ensuring timely, efficient, and compliant rental assistance programs that have reached unprecedented scale and unprecedented success. As we transition to “post-COVID” era rental assistance, ACTION is committed to learning from the past two years and infusing the need to capitalize off the lessons learned from the large scale programs of the last two years with a more nuanced approach to rental assistance that commits to longer-term economic mobility and self-sufficiency.

ACTION’s mission since its founding in 1957 is: *To empower people to build more secure and self-sufficient lives through the provision of decent, affordable housing, essential supportive services, asset building programs, and educational and employment opportunities.* Running programs of this nature directly meet our missional goals by empowering people to build more secure and self-sufficient lives through essential supportive services.

2. Describe your experience partnering with other organizations to implement programs. Provide examples of partnerships, especially with both government and community/neighborhood-based organizations.

ACTION has been praised as a statewide leader in utilizing collaboration between nonprofits in order to maximize programmatic impacts. We oversaw the innovative 26 organization collaboration for the Allegheny County Emergency Rental Assistance Program, piloted the nine organization (ACTION, Kingsley Association, Hill District Consensus, Hilltop Alliance, CivicAlly, Wellness Collective, Mon Valley Initiative, Focus on Renewal, Northside Leadership – working in partnership with IEM and PHFA) Allegheny County collaboration for the PHFA Homeowner Assistance Program that was so successful it is now being modeled around the state, and we are currently engaged in overseeing a growing collaboration in the home repair space that is set to launch next month with three organizations (ACTION, Rebuilding Together Pittsburgh, Women for a Healthy Environment) and is expected to grow in the coming months to up to ten organizations. We have publicly said that we believe leveraging our capacity and reputation with key partners that have trust, skills, and other attributes is how programs should be funded moving forward. Where possible, we will always include partners in our proposals as we are aware of our strengths, but equally aware of our weaknesses. Pursuing our mission is not a competitive enterprise and mandates that we be humble and ensure those who complement and enhance our skills are at the table and are compensated to be there.

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

## **RFP for Target Rental Assistance and Supportive Service to Reduce Homelessness in Allegheny County**

In the social service space, often the best way to know clients are satisfied is no follow-up after their participation is complete. In ERAP, more than 40,000 individuals were directly impacted. While there have been complaints filed, the number is less than 1% of the overall number of individuals directly impacted by the program. The vast majority of those impacted directly by ERAP have either said nothing because the program served its purpose and they have been able to move forward with living their lives, or they have reached out with thanks and appreciation.

ACTION is a generally well-respected organization whose respect and reputation has been built over decades of consumers satisfied with our services. We are currently being asked to partner on dozens of projects because community know, both through their direct experience and through feedback from their constituents, that ACTION is a capacity organization that achieves positive results.

We also openly request feedback consistently from the public through a variety of sources. Whenever we engage in largescale programming, whether it be a new development proposal or a countywide engagement, we hold targeted town hall events and partner with key grassroots organizations in order to directly solicit feedback and insights. We are responsive to and work closely with local elected officials' offices.

4. Describe and provide examples of how your organization is committed to providing high-quality services to all individuals and families so that everyone feels welcomed, well-served and supported regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences. Please include demographic information about your organization's leadership and staff.

ACTION has served a diverse and complex population throughout Allegheny County for decades. Roughly 65% of all clients we serve across our programs are people of color. We know that a key factor in successfully engaging with diverse populations is by partnering with organizations that are trusted by diverse populations as well as ensuring our staffing looks like and shares experiences with the populations we have the privilege of serving. Through our Board leadership, we have engaged in an on-going process of ensuring ACTION is intentionally assessing and addressing internal and external equity and inclusion benchmarks. We have worked to diversify our senior leadership and have intentional outreach and advertising to ensure diverse candidates are targeted for employment.

We also have an on-going contract with Global Wordsmiths to ensure we can quickly gain translation services for any of our programs across our Agency as needed. Our staff undergo various trainings, depending upon the nature of their position, on Fair Housing, SOGIE, inclusion, etc...

We also know that we can always do better and as such strive to be proactive about soliciting feedback and responding thoughtfully, while also assessing internally, any time concerns are raised or critiques are made of areas for improvement.

See attached staff demographic information.

## **RFP for Target Rental Assistance and Supportive Service to Reduce Homelessness in Allegheny County**

5. Provide examples of how you maintain databases/use software for reporting/analysis, tracking service interactions, and/or staff management.  
ACTION is expanding in this area currently because we see the value of the ERAP database and its ability to help us with maximizing staff success and assessing program success and re-adjusting targeting as a result. ACTION requested dashboards for analysis and staff management that were used throughout that program to increase productivity, assist in fluctuating the flow of staff management throughout the program, and guide targeting of outreach for potential applicants. We have mimicked this approach in our HAF pilot through a contract with the CMU CreateLab that is gathering and assessing data with us on homeowner need and the HAF success across the county. We are currently working to mimic this in our property management and weatherization spaces.

### **Homelessness Prevention, Eviction Prevention and Housing Experience (40 points)**

6. Describe your experience providing rental assistance to households facing eviction. Include the scope, scale and outcomes of your experience.  
ACTION has been involved in providing rapid and large volume rental assistance to households facing eviction since July of 2020 and is uniquely positioned to use the knowledge gained during that time to administer the forthcoming program. Beginning with the CARES Rent Relief Program, ACTION initially worked under the leadership of the government before taking over the process and developing a system of processing applications that allowed the program to disburse more than \$13,000,000 in an eight week period, stabilizing over 3,500 households in Allegheny County. ACTION took those lessons learned that allowed for timely processing of applications and became the lead agency in the Emergency Rental Assistance Program from March 2021 through July 2022, in which the program disbursed nearly \$130M and stabilized over 17,000 households. The management of this program involved outreach to both tenants and landlords, as well as coordination between two main subcontractors processing applications, as well as 23 smaller non-profits who helped tenants complete applications. ACTION has learned many lessons in administering this type of program, including efficient processing of applications, consistent engagement with partner organizations, and effective fraud prevention methods. As we move to this next phase in rental assistance, leveraging partnerships and nurturing a large, collaborative team is key to success at the individual level – ACTION is uniquely positioned to leverage such a partnership given our unprecedented management of dozens of organizations over the last two years.
7. Describe your experience providing homelessness prevention services (not including rental assistance focused on eviction prevention) to households. Include the scope, scale and outcomes of your experience.  
ACTION currently has multiple programs that would be defined as homeless prevention services. First and foremost, we are the leading nonprofit affordable housing developer in the state of Pennsylvania. One of the primary tools necessary for effective homeless prevention is adequate affordable housing. Within our portfolio, we have an ownership interest in the

## **RFP for Target Rental Assistance and Supportive Service to Reduce Homelessness in Allegheny County**

three largest Single Resident Occupancy facilities in Allegheny County – Wood Street Commons, Centre Avenue Housing, and McKeesport Downtown Housing. We are also actively engaged in the construction of Second Avenue Commons and the proposed rehabilitation of the Allegheny YMCA. We run the Braddock Apartments program, have bridge and shelter programs in MDH and CAH, and work directly with CHS at Wood Street and Team PSBG at MDH to ensure the success of their programs. We are at the table with DHS on conversations around homeless intervention and have always stepped up when asked, such as when we intervened in the potential closure of the Smithfield shelter due to building code violations and brokered a deal and raised necessary funds to ensure it opened on time and safely.

Further, in the latter part of ERAP, ACTION partnered with groups such as the Financial Empowerment Centers to begin the self-sufficiency model of rental assistance that worked to prevent homelessness longer term and not just in this moment.

8. What key challenges do low-income households face in maintaining their housing and avoiding homelessness? In your response, consider the challenges faced by specific populations that are over-represented in the homeless system including Black families, female-headed households with children, and individuals with behavioral health disabilities. Low-income households face a host of challenges related to their housing, including soaring housing costs which lead to higher rents, a lack of affordable housing, and a housing stock in Allegheny County that is aging and in many cases is in disrepair. Combined with stagnating wages, there are many who are paying unaffordable rents, with 1 in 7 nationally paying more than 50% of their monthly income. In those circumstances, many are one lost job or medical health crisis away from losing income, and in turn, their housing. Female-headed households often lack dependable, affordable childcare or find transportation to work difficult to obtain because of the geographical constraints of public transportation. This often more heavily impacts the bus line cuts to lower income neighborhoods in Allegheny County, often those who are in greatest need of this transportation. Those with behavioral health disabilities often rely on Supplemental Security Income (SSI) or Social Security Disability (SSD) as their sole source of income, which often does not have a cost of living increase at the current pace of inflation and rising housing costs, which can make the affordability margins of their housing costs even smaller and their subsequent risk of homelessness even higher.
9. Provide examples of your experience working with landlords, property owners, real estate firms and other stakeholders involved in local housing markets, especially in assisting to house (or re-house) low-income households.  
ACTION-Housing is an organization that both serves as a tenant advocate in certain programs and is a landlord to 1500 units. This gives us the unique perspective of knowing how to work with both sides of the table in rent/ eviction disputes and also understand and appreciate what both sides need and are experiencing. This is why ACTION stepped up and asked to be a part of ERAP. We work extensively with a variety of landlords in the local housing market, have strong connections with various real estate firms (and have partnered directly with many of them in the past and present), and have strong relationships with key landlord players and general trust in that community. In this proposal, ACTION will be



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primarily responsible for landlord engagement, which will allow us to continue and grow this relationship with the landlord community.

### **Implementation Plan (25 points)**

10. How will you ensure that eligible households receive assistance quickly enough to prevent eviction? Please describe your plans for any needed outreach, intake assistance, collection of applicant and landlord documentation, and payment processing. How will you track three or more funding streams with varying eligibility requirements and regulations?

Partnerships are key to this initially – we need to ensure this program is represented in the Courts and in the landlord communities so that intervention can occur immediately when time is most of the essence. After that, it is important that we have a team and a system to expedite high risk cases and not allow avoidable issues to prevent timely payment. This will require specific training and engagement with DHS and the City to train staff and our partners on the unique requirements of these funding sources that, to the public, will appear as one source. We will also capitalize off of existing data we have on various landlords and tenants to minimize necessary and time-consuming documentation gathering.

In ERAP, we have worked extensively with DHS and the City on multiple funding sources. This is obviously distinct because all three had the same general requirements. For this new program, we will need to ensure training and proper tagging allows the consumer to engage with one program that on the back end is multiple funding sources representing three different funding streams. This will take intentional communication between the database, operations staff, and accounting staff.

The full process of this is seen in the attached Plan document.

11. In addition to providing rental assistance, what additional supports or services do you propose providing? How will you reduce the risk of recipients of rental assistance being evicted or becoming homeless in the future? Please explain why these supports or services are critical to a strong Rental Assistance Program. Describe how each service would be provided (e.g., by internal staff; through a sub-contract as part of this contract; through referrals to existing external services) and why you chose to provide it in this manner. Our proposal is multifaceted. Please see attached plan for how the process will work.

12. What implementation challenges do you anticipate and how will you overcome them?

These programs are hard because there are limitations. Any time you engage in programs intended to help individuals in need, you are put into a position of sometimes saying “no.” This can be for a variety of reasons – money running out, a person exhausting eligibility, a person not meeting AMI or other requirements. It is vital that the team as a whole is educated not just on this program but the field as a whole so that we can humanely explain to folks why they cannot be helped in a manner that provides some guidance and minimizes harm as best as possible. We also need our team to be trained on when to end a conversation, what to do when the response is abusive, and who to point people to in order to appeal our decisions. Based upon ERAP, another challenge that we are far better to address now is engaging in fraud prevention that minimizes harm to non-fraudulent applicants. This is a big conversation, but one we have strong strategies to overcome through clear guidelines on what type of cases receive additional scrutiny and what that scrutiny looks like.

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**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)**

13. Provide two detailed line-item budgets that reflect a realistic estimate of the costs associated with implementing and sustaining the Rental Assistance Program as described in the RFP. One annual budget should be built for \$3 million, and a secondary budget should be built for the potential addition of \$10 million  
See attached.
14. Provide budget narratives that clearly explain and justify all line items in the proposed line-item budgets.  
See attached.

## Rental Assistance Process

**Partners** is defined as the YWCA of Greater Pittsburgh, the Urban League of Greater Pittsburgh, and RentHelpPGH.

### **1. Outreach**

- a. Community groups, ACTION, and others will hold Town Halls, advertise at community events, ensure community groups are trained on the programs, and other outreach as is determined necessary throughout the life of the program;
- b. Direct outreach will be done to the Courts and through Just Mediation Pittsburgh;
- c. DHS staff in the MDJ Courts will be trained on the program and make direct referrals to ACTION and RentHelpPGH.

### **2. Referrals**

- a. Direct referrals to the program will be made through the Courts, Partners, community groups, and applicants contacting ACTION directly.

### **3. Application Submission**

- a. All applications will be submitted via the online database;
- b. Applicants can submit the application themselves in the Housing Stabilization Center (referrals from the Courts, the Link, Partners, community groups – really anyone who points someone in the direction of the HSC);
- c. ACTION can submit the application over the phone on behalf of an applicant (referrals from the Courts, the Link, Partners, community groups – really anyone who points someone in the direction of the phone line);
- d. ACTION can re-start an existing application that was denied in ERAP (referrals from the Courts, the Link, Partners, community groups);
- e. Partners can submit the application on behalf of an applicant.

### **4. Step 1 – Initial Review of the Application**

- a. This step is primarily handled by ACTION, except where a Partner initiates the application on behalf of the applicant, in which case they will handle and advance to Step 2;
- b. Staff will assess the application to determine what is missing, what programs the person is likely eligible for, and assign the application to a Partner at Step 2

### **5. Step 2 – Triage/ Outreach to Applicant**

- a. This step is primarily handled by Partners, except where ACTION initiates the application on behalf of the applicant and it makes sense to advance beyond this Step;
- b. Partners will reach out to applicant to retrieve additional documentation necessary and triage what support the applicant needs moving forward if any;
- c. Once the application is complete for the most appropriate program, applications will be advanced to Step 3;
- d. Referrals and soft-hand offs will be made to various support programs to assist with budgeting, credit building, job training, employment opportunities, childcare assistance,

re-housing, Section 8, etc... - being able to trigger these referrals in the database is pivotal to the efficiency and success of this process;

- e. Follow-ups will be made as appropriate by Partners – referrals should never delay advancement of the application for assistance.

#### **6. Step 3 – Assessment of Eligibility**

- a. ACTION staff will determine eligibility for the best program for applicant's situation;
- b. If eligible, application will be advanced to Step 4;
- c. If not eligible, application will be sent back to Step 2 once and sent to Step 5 for denial if still determined not eligible on the second pass through Step 3.

#### **7. Step 4 – Landlord Engagement**

- a. This staff will primarily be handled by ACTION, except where Partner is already engaged with the landlord and completing this step makes sense to move this forward more efficiently;
- b. ACTION staff will engage landlords to retrieve w9, ACH information, and amounts owing;
- c. ACTION staff will determine if an eviction filing exist – if so, the application will be advanced to Step 4;
  - i. If there is no eviction filing, ACTION staff will determine the following:
    - 1. If a logical connection does not exist between payee and ownership of the property, additional documentation will be requested;
    - 2. If the amount owed is substantial and/ or rent is above market rate, ACTION staff will request an explanation and/ or request proof of tenancy;
  - ii. Once ACTION staff has satisfactorily determined the above, application will be advanced to Step 5.

#### **8. Step 5 – Payment and/or Denial**

- a. For denials, ACTION staff will process denial letter and close out application;
- b. For approvals, ACTION staff will do a final check to ensure payment source is identified and do a quick review to ensure all program requirements are adequately met;
- c. ACTION staff will do weekly, batched TIN verifications to ensure the legitimacy of the payee – if the TIN is not approved, ACTION staff will re-engage the payee for a new w9;
- d. Once good, ACTION staff will submit for payment and approval letter will be processed.

## Housing Stabilization Plan

In an effort to maximize the impact of the Rental Assistance Program and ensure it is equipped to provide a path to self-sufficiency, rather than just a band-aid on an ongoing problem, ACTION and its partners submit the following supplemental plan. While this is technically supplemental to the budget and core response to the RFP, we feel funding/ approving this full Plan alongside the Rental Assistance Process and Budget is vital to the overall success of the Program. A key component of this is on-going and more intensive rental counseling that will allow for resource navigation, budgeting skill development, and other keys tools necessary on an individual basis. Given how the landscaping has developed in rental assistance over the last two years, we believe thousands of individuals, including some who may not be eligible for most rental assistance, will be in need of this service. As such, we are proposing a comprehensive plan that enhances and broadens current offerings across our collaborative.

### **1. Rapid Emergency Rental Assistance**

To ensure the program is timely, ACTION has requested that the Pittsburgh Foundation permit us to re-allocate \$175,000 in remaining grant funding to establish a rapid emergency rental assistance fund for individuals facing imminent displacement. This fund would be drawn down on to intervene and prevent the eviction/ lock out and then be replenished by Program dollars once a renter is deemed eligible for the Program. DHS would not need to provide any funding for this element of our Housing Stabilization Plan, they would just need to approve the replenishment model that allows it to function.

### **2. Pittsburgh Union of Regional Renter's Supersedeas Reimbursement**

PURR is the sole organization funding supersedeas payments for low-income tenants facing eviction at the appeal level who would otherwise not be able to afford to appeal. This funding, which comes from a Pittsburgh Foundation grant, is finite and has been exhausted multiple times already. To ensure this program is successful in stabilizing housing and to leverage these funds to assist in the overall success of this Program, we propose the ability to pay the supersedeas back to PURR once a tenant is deemed eligible for the Program so that PURR's ability to intervene in these cases goes further. DHS would not need to provide any funding for this element of our Housing Stabilization Plan, they would just need to approve the replenishment model that allows it to function.

### **3. "Step 2" Referrals**

#### **a. Mediation**

ACTION will engage Just Mediation Pittsburgh to provide ongoing mediation services for tenants whose relationship with their landlord have been harmed and mediation could serve as a neutral meeting ground to work through issues prior to a landlord-tenant complaint being filed or after filing but prior to a judgment. JMP connects mediation participants with resource navigators from RentHelpPGH and legal aid attorneys from Neighborhood Legal Services (if requested) to ensure that mediation agreements are sustainable and well-resourced. Mediation referrals would happen upon engagement or at Step 2 where a tenant express concerns around their relationship with their landlord and a fear that eviction is being pursued soon. Funding for mediation services is included in the Housing Stabilization budget.

**b. Rental Counseling**

ACTION will engage WAVE, the Urban League of Greater Pittsburgh, and the YWCA to provide ongoing rental counseling for those tenants who would benefit from intensive one on one counseling around rent budgeting, acquiring resources, training / education options , maintaining employment, reinforcing financial literacy methods, and building wealth. and other assistance that may help the person better navigate a path to self-sufficiency. The extent of these counseling relationships will vary, with check-ins occurring at regular intervals. These referrals would happen at Step 2 where a tenant is identified as facing eviction due to inability to properly budget or catch up or pay rent due to budgetary constraints. This is the largest single area of need, as we believe there is a large need for this hands-on engagement. Many applicants to rental assistance likely do not need this assistance, but thousands do. Funding for the counselors is included in various parts of the Housing Stabilization budget.

**c. Financial Empowerment**

ACTION will engage Neighborhood Allies and the Financial Empowerment Center to provide intensive, one-on-one financial counseling for tenants who need assistance with re-building credit, saving, financial management, and managing debt. Financial counseling will be provided by the five trained and certified financial counselors who provide services at 10 in-person locations around the county as well as via phone or video. The counselors have been trained in the eviction process and making referrals to additional supports. The focus of sessions are guided by the needs and interests of the clients, who can return as many times as they want. Referrals to the FEC would happen at Step 2 where a tenant is identified as facing eviction due to debt, credit issues, or general financial management issues. Funding for this is included in the Housing Stabilization budget.

**d. Legal Services**

ACTION has existing relationships with Neighborhood Legal Services and Community Justice Project. Referrals will be made at Step 2 for tenant actively facing eviction or where a compelling legal issue appears to exist. DHS would not need to provide any funding for this element of our Housing Stabilization Plan through this proposal, but the relationship is vital to the overall success of the Program.

**e. Section 8/ LIHEAP/ Other Social Benefits**

ACTION will engage the YWCA of Greater Pittsburgh, Rent Help PGH, and the Urban League of Greater Pittsburgh to provide direct assistance to tenants needing assistance in applying for Section 8, LIHEAP, or another social benefit, such as food stamps, to assist I their self-sufficiency. These referrals would happen at Step 2, or at any point through a walk in to the Housing Stabilization Center, where a tenant is identified as having needs in these areas. Funding for this is included in the Housing Stabilization budget.

**f. Rehousing**

ACTION will create a “Rehousing” section of the Housing Stabilization Department that will focus solely on landlord engagement, managing vacancy reports, and creating a pathway to rehousing for applicants who need to move as part of their stabilization. This will be a team of more intensive and targeted case managers who work specifically to assist with finding a new, permanent home where the current situation is not sustainable or an eviction is likely to still be successful. The YWCA of Greater Pittsburgh, the Urban League of Greater Pittsburgh, and the Allegheny County Department of Human Services also have resources in this space that will be accessed, including ESG Rental Assistance and other Housing Navigator-style programs.

**g. Housing Stabilization Center**

ACTION will continue to run the Housing Stabilization Center as a drop-in resource for general housing assistance. This Center will act as the in-person hub for the Program and will leverage the existence of other programs, including Utility Assistance and Home Rehab, also being housed in the Center. Referrals would happen throughout the process whenever it is seen as necessary or helpful for a tenant to meet face to face with someone to better serve their housing stabilization needs. A portion of the staffing for the HSC is included in the Housing Stabilization budget, but the majority of these expenses are covered by grants from UPMC and RK Mellon.

**h. Utility Assistance**

ACTION will provide referrals to Dollar Energy, as well as a \$150,000 PHARE-funded utility program run by ACTION. This will occur at any point in the Program where a person is deemed in need of emergency utility assistance. DHS would not need to provide any funding for this element of our Housing Stabilization Plan through this proposal.

**i. Rehabilitation Programs**

ACTION will work with Rebuilding Together, Women for a Healthy Environment, Habitat for Humanity, Omicelo, and a variety of other organizations to connect tenants facing habitability issues in their unit. Many of these programs will be run in part by ACTION and thus ACTION will be able to leverage existing staff to assist in a seamless referral process. These referrals will mostly occur at Step 2, but may occur at any point during engagement with the tenant. DHS would not need to provide any funding for this element of our Housing Stabilization Plan through this proposal.

**j. Other Needs/ Referrals**

ACTION and its partners are committed to ensuring that the full team is well-trained on appropriate referrals for the individuals who reach this program. Where there is not an obvious referral, staff will be trained to reach out to a supervisor rather than not being able to offer assistance. Staff will be trained on referrals for issues core to housing stabilization as well as ones that have direct impact on that – like domestic violence, mental health crisis, and childcare support.



Urban League of  
Greater Pittsburgh

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P: 412 227 4802

F: 412 227 4162

www.ulpgh.org

*Empowering Communities.  
Changing Lives.*

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The Honorable Dwayne D. Woodruff

October 3, 2022

Kyle C. Webster  
Vice President of Housing  
General Counsel  
611 William Penn Place #800  
Pittsburgh, PA 15222

Re: Targeted Rental Assistance Service to Reduce Homelessness in Allegheny  
County

Mr. Webster,

The Urban League of Greater Pittsburgh agrees to become a partner in the  
ACTION Housing's Department of Human Services RFP submission for Homeless  
Assistance.

It is further understood that our role will be to work collectively with the YWCA  
and Rent Help-PGH on eviction prevention, support triage, case management,  
resource identification, and providing service that will enable customers to become  
self-sufficient.

We are also pleased that this opportunity will allow us to partner with the YMCA,  
Rent Help-PGH, and your agency to create a new model to deliver homeless  
assistance support.

Sincerely,

Carlos T. Carter  
President & CEO



United Way of  
Southwestern Pennsylvania



October 12, 2022

Kyle Webster  
Vice President of Housing  
ACTION-Housing, Inc.  
611 William Penn Place #800  
Pittsburgh, PA 15222

RE: Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County

Mr. Kyle Webster,

YWCA Greater Pittsburgh is dedicated to eliminating racism and empowering women. We provide direct services, educational opportunity and economic advancement programming, and advocacy to support individuals and families, especially women of color while working on challenging structural barriers to equity.

YWCA Greater Pittsburgh recognizes that access to housing reduces the negative impact of race and gender disparities and disparate economic growth for individuals and families disproportionately affected by poverty and discrimination. As such, we are committed to removing barriers that hinder individuals and families from accessing and sustaining safe and affordable housing.

Please accept this letter as YWCA Greater Pittsburgh's commitment to partner with ACTION Housing, Inc. in submitting the Request for Proposal for Targeted Rental Assistance and Supportive Services to Reduce Homeless in Allegheny County.

YWCA Greater Pittsburgh understands that ACTION-Housing, Inc. is the Lead provider for this RFP and that it will involve our collaboration with Urban League of Greater Pittsburgh and Rent Help- PGH. We understand that we will work in conjunction to provide proper referrals and supportive services related to eviction prevention, case management, and resources to help individuals and families successfully maintain stable housing.

We appreciate the opportunity to work together as a team and effectively provide support to help prevent homelessness.

Sincerely,



Angela Reynolds, PhD  
Chief Executive Officer

# RentHelpPGH



ACTION-Housing, Inc.  
Attn. Kyle Webster  
Vice President of Housing and General Counsel  
611 William Penn Pl., #800  
Pittsburgh, PA 15219

12 October 2022

Mr. Webster,

RentHelpPGH agrees to become a partner with ACTION-Housing, Inc.'s Department of Human Services RFP submission for Homelessness Prevention and Housing Stabilization Services.

We understand our role supporting the program by working collaboratively with YWCA, The Urban League of Greater Pittsburgh, and others to support tenants engaged in eviction proceedings and connect those tenants with a broad range of supportive services. We also look forward to supporting the administration of the rental assistance program with ACTION-Housing, Inc.

Additionally, we look forward to supporting the proposed broader Housing Stabilization Services work with Just Mediation Pittsburgh by providing Resource Navigators in mediation proceedings, and continuing to collaborate closely with ACTION-Housing, Inc. to support tenants who visit the Housing Stabilization Center.

We appreciate your interest in including RentHelpPGH in your proposal and look forward to our ongoing and continued collaborations in support of Allegheny County tenants.

Sincerely,

Abby Rae LaCombe  
Executive Director  
RentHelpPGH



**WILLISSAE'S AGENCY  
FOR VISION AND  
EMPOWERMENT**

October 12, 2022

Charlise Smith  
Willissae's Agency for Vision and Empowerment  
134 South Highland Ave  
Pittsburgh, PA 15206

RE: ACTION – Housing Response to Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County RFP

Mr. Webster,

On behalf of WAVE (Willissae's Agency for Vision and Empowerment) we are writing to commit to engage with ACTION and the Urban League of Greater Pittsburgh to provide rental counseling for those tenants who would benefit from intensive one on one counseling around rent budgeting, rental assistance programs, and other assistance that may help the person better navigate a path to self-sufficiency.

After having completed step one of the processes, these referrals would happen at Step 2 where a tenant is identified as facing eviction due to inability to properly budget or catch up or pay rent due to budgetary constraints. Funding for the counselors is included in the Housing Stabilization budget.

We are grateful to be able to work alongside all parties in this opportunity to further the advancement of our communities!

Please feel free to contact us at [REDACTED] or at 412-573-9217 with any questions, comments, concerns, or additional information.

Sincerely,

*Charlise Smith*

Charlise Smith  
Executive Director



October 10, 2022

Allegheny County Department of Human Services  
1 Smithfield Street  
Pittsburgh, PA 15222

RE: ACTION-Housing Response to Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County RFP

Dear Director Dalton:

I am writing to commit the services of Neighborhood Allies and the Pittsburgh Financial Empowerment Center (FEC) in support of ACTION-Housing's Housing Stabilization Plan. Financial counseling plays a vital role in housing stabilization and allows the service provider to move beyond emergency response to economic mobility.

Through our Economic Opportunity initiatives, we directly address racial, gender, and geographic inequities in income, wealth, and opportunity. As the recognized regional leader in the financial empowerment field, we develop strategic partnerships, raise resources, and create innovative and measurable solutions. These initiatives provide the opportunity for individuals and families in Pittsburgh and Allegheny County to increase their knowledge, hope, skills, and assets in support of our North Star – to move 100,000 low-income Pittsburghers up the socio-economic ladder.

The Financial Empowerment Center offers free, one-on-one financial counseling by trained and certified counselors. The FEC uses a database created and managed by the national nonprofit Cities for Financial Empowerment Fund, called FECBOT, which tracks client demographics, interactions with counselors, and status and progress made toward outcomes such as credit scores, bank accounts opened and utilized, debt reduced, and savings increased. Data sharing agreements with FEC partners allow us to measure changes in their program goals – such as increased housing stability, success for entrepreneurs in accessing loans, and jobs secured and retained after employment training programs, when these programs are combined with FEC financial counseling. We anticipate such an agreement with ACTION-Housing in support of this program.

At the end of 2021, we received a competitive grant award (along with four other cities) from Cities for Financial Empowerment Fund to integrate FEC financial counseling into local eviction prevention efforts. For the past year, we have worked closely with Chuck Keenan from your team, Natalie Ryan from ACTION-Housing, and Heather Murray and Amber Book from

# NEIGHBORHOOD ALLIES

Advantage Credit Counseling Services (the organization that manages the FEC) to design and implement the Eviction Prevention Boost. The resources allowed us to train all five counselors and the counseling manager in housing stabilization, connect with local resources, and track participation and outcome data. While the pilot program is still ongoing, to date we have provided financial counseling to 32 ERAP participants, who have completed a total of 73 sessions. We experimented with various messages and targeted communications to those we thought were most likely to accept the service. A full report on our findings will be available in early 2023.

We know from our intake process that at least 210 existing FEC clients (of 1479) indicated they were either homeless or staying with family or friends. While conventional wisdom would indicate that financial counseling is not as effective during a housing crisis, the FEC remains a trusted resource for many experiencing housing instability. The assistance from a caring and knowledgeable counselor can help households plan and take action, access additional resources within the system, and build a more stable future.

We applaud the success of the Allegheny County Emergency Rental Assistance Program at helping thousands of households avoid eviction. ACTION-Housing played an important role through their coordination of service delivery. And now they have a compelling vision for not just administering rental assistance, but also for long-term housing stabilization. Neighborhood Allies and the FEC are excited to be involved in this restructuring and expansion of services.

Please let me know if you have any questions or would like additional information. I can be reached at [sarah@neighborhoodallies.org](mailto:sarah@neighborhoodallies.org) or at 412-471-3727 ext. 212.

Sincerely,

*Sarah D. Perry*

Sarah Dieleman Perry  
Director of Economic Opportunity

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October 11, 2022

Allegheny County Department of Human Services  
1 Smithfield Street  
Pittsburgh, PA 15222

RE: ACTION-Housing Response to Targeted Rental Assistance and Supportive Services to Reduce Homelessness in Allegheny County RFP

Dear Director Dalton:

I am writing to support ACTION-Housing, Inc. Housing Stabilization Plan for 2023 as a partner in this plan.

Just Mediation Pittsburgh (JMP) is a non-profit organization that mediates landlord-tenant disputes to prevent eviction, stabilize housing, and set the stage for sustainable rental relationships. With a pool of over 90 trained community mediators, JMP uses mediation as a space for landlords and tenants to address key concerns that have fractured their housing relationship, knowing that a current housing situation is more stable for low-income residents than a new housing situation spurred by eviction. Since mediations began in October 2020, JMP has resolved over 530 landlord-tenant cases with an agreement rate over 95%.

A large part of JMP's success has come with increasingly close partnership with RentHelpPGH and ACTION-Housing. In the closing months of the Emergency Rental Assistance Program and in its current iteration as the Family Eviction Prevention Program, tenants have been able to access rental assistance if they come to an agreement with their landlord in mediation. JMP and RentHelpPGH co-created a mediation resource navigation model to help mediating landlords and tenants connect to a wide range of resources that help them reach sustainable and attainable mediation agreements. This partnership has created a strong feedback system to prioritize residents most at risk of eviction who are committed to working with their landlords to stabilize their housing situation. We look forward to a version of this model continuing into 2023 with support from this grant, and have come to trust ACTION-Housing and the partnerships it develops to ensure County-wide access to our most vulnerable neighbors.

JMP has found a collaborative and innovative partner in ACTION-Housing, one that fills a unique niche in Allegheny County and has strengthened the region's eviction prevention and housing stabilization efforts. Just Mediation Pittsburgh is pleased to commit to this work together.

Thank you for your consideration of this project application. Please reach out to me if you have further questions about JMP's work and our experience of productive partnership with ACTION-Housing. I can be reached directly at [aerb@justmediationpgh.org](mailto:aerb@justmediationpgh.org) or 412-228-0762.

Sincerely,



Aaron Erb  
Executive Director  
Just Mediation Pittsburgh

Just Mediation Pittsburgh

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5167 Butler Street  
Pittsburgh, PA 15201

Email: [info@justmediationpgh.org](mailto:info@justmediationpgh.org)  
Phone: 412-228-0730  
[www.justmediationpgh.org](http://www.justmediationpgh.org)



## **ACTION-Housing, Inc Diversity Policy**

It is the policy of ACTION-Housing, Inc. to support the maximum practical utilization of certified MWDBEs by promoting diversity throughout our business practice. One way ACTION-Housing, Inc. accomplishes this is by making a good faith effort to solicit the services of certified MWDBEs throughout or normal business practice, allowing maximum opportunity for MWDBEs to participate as subcontractors and/or suppliers.

Good faith efforts are made by searching MWDBE databases, contacting MWDBEs for relevant scopes of work and requesting quotes for services and/or supplies. Databases regularly searched are [www.paucp.com](http://www.paucp.com) and [www.dgs.state.pa.us](http://www.dgs.state.pa.us). ACTION-Housing, Inc. also partners with the following MWDBE organizations for assistance in location MWDBEs:

- Director of Diversity Affairs and Community Outreach for the Urban Redevelopment Authority of the City of Pittsburgh
- Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises
- Minority and Women Education Labor Agency (MWELA)

To demonstrate the commitment of ACTION-Housing, Inc. to include MWDBEs in its business process, MWDBEs we currently are working with include:

- ACTION-Housing, Inc. in general—
  - Construction of Squirrel Hill Gateway Lofts:  
Total Project Costs: \$15,727,226. Total MWDBE commitment \$2,789,117.44 or 17.7%. We are using over 14 MWDBE contractors for this project. From masonry and steel contractors, Franco Associates and RNR Construction—both WBE, to landscaping and concrete accessories—Whitetail Landscaping and Cooper Trading—both MBE. ACTION is dedicated to giving MWDBEs opportunities to be involved in all of our development projects.
  - Construction of Forest Hills Veterans Apartments:  
Total Project Costs: \$9,087,885. Total MWDBE commitment: \$1,506,682 or 16.6%. We are working with at least eight MWDBE contractors for this project with MBE contract totals of \$776,882 or 8.5% and WBE totals of \$729,800 or 8% of total project costs. Contractors include: RKB Electric (MBE), Franco Associates (WBE), and Artistry Greenscapes, Inc. (MBE)

ACTION is dedicated to working with MWDBE contractors in all of our projects and consistently exceeds the minimum percentage, 13% DBE and 2% WBE, for their development projects.



**Non-Discrimination Policy**

SUBJECT: NON-DISCRIMINATION POLICY	STATUS:	
	PENDING	DATE: 05/18/2021
	NEW/ADOPTED	DATE: 05/16/2019
	REVISED/ADOPTED	DATE: 05/20/2021
TO BE DISTRIBUTED TO ALL MANAGERS	ALL EMPLOYEES WILL BE NOTIFIED OF THE ADOPTION OF THIS PROTOCOL AND IT WILL BE INCLUDED IN THE EMPLOYEE HANDBOOK.	

**PURPOSE:** To make clear to the public, current tenants/ clients, potential tenants/ clients, and staff that ACTION-Housing and its subsidiaries and affiliates do not discriminate on the basis of certain protected statuses in decision making.

**SCOPE:** This policy covers all activities of the Agency and its subsidiaries.

**POLICY:** ACTION-Housing, Inc., its subsidiaries and affiliates, does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender identity, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, political affiliation, or military status, in any of its activities or operations, except where required as a part of a program. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, clients, volunteers, subcontractors, vendors, tenants, and clients.

It is the policy of ACTION-Housing, Inc. to support the maximum practical utilization of certified Minority, Women, and Disadvantaged Business Enterprises (“MWDBEs”) by promoting diversity throughout our business practice. One way ACTION-Housing, Inc. will accomplish this is by making a good faith effort to solicit the services of certified MWDBEs throughout the normal course of business and maximizing opportunities for MWDBEs to participate as subcontractors and/or suppliers to ACTION-Housing, Inc.

Good faith efforts are made by searching MWDBE databases, contacting MWDBEs for relevant scopes of work and requesting quotes for services and/or supplies. Examples of databases that will be searched by ACTION-Housing, Inc. staff are <https://paucp.dbesystem.com> and [www.dgs.internet.state.pa.us/suppliersearch](http://www.dgs.internet.state.pa.us/suppliersearch). ACTION-Housing, Inc. also partners with various organizations for assistance in locating MWDBEs, including the YMCA of Greater Pittsburgh, the YWCA of Greater Pittsburgh, the Urban League of Greater Pittsburgh, the Urban Redevelopment Authority of Pittsburgh, Allegheny County, and various minority-led community groups and professional organizations.

MWDBE means Minority Women D



**ACTION-Housing Demographic Information (as of Oct. 2022)**

***All Staff (155)***

56% Female  
44% Male

1% Asian  
38% Black or African American  
2% Hispanic  
58% White  
1% Two or More Races

***Senior Management (8)***

75% Female  
25% Male

37.5% Black or African American  
62.5% White

12.5% LGBTQ+ self-identified

***Board of Directors (15)***

33.33% Female  
66.67% Male

13.33% Asian  
26.66% Black or African American  
60% White

6.67% LGBTQ+ self-identified

**RFP Budget**  
**January 2023 - December 2023**

<b>Program Staff</b>	<b>% of Time</b>		219,747
Housing Support Clerk 3	100%	48,503	
Housing Support Clerk 7	100%	53,672	
SR Housing Support Clerk	50%	29,930	
Program Coordinator	50%	35,608	
Communication Staff 2	100%	52,034	
<b>Exec/Admin</b>			135,249
System Administrator	5%	3,325	
Assistant Controller	25%	27,523	
Payroll Administrator	5%	4,071	
Controller	5%	7,799	
Account Payable Coordinator	5%	2,795	
VP of Finance	15%	25,269	
HR Manager	5%	5,015	
Benefits Coordinator	5%	2,481	
New Grant Accountant	14%	8,299	
Housing Supp. Clerk 5	50%	32,733	
Accounts Receivable Coordinator	5%	2,331	
Executive Director	0%	-	
Program Administrator/GC	10%	13,608	
<b>Total Personnel Cost</b>			<b>354,996</b>
<b>Project Management Costs</b>			
<b>Temp Agency Staffing;</b>			149,174
Program Operations Temp Staff		39,694	
Program Accounting Temp Staff		109,480	
<b>Insurance:</b>			2,900
Insurance + Cyber Insurance		2,900	
<b>Office Costs:</b>			39,626
Staff trainings		10,000	
Office Cleaning/COVID Cleaning		8,386	
Shredding		4,000	
Postage		3,000	
1099 Filing Fee State/Federal		240	
1099 Forms/Envelopes		2,000	
Office Supplies/ Printing		3,000	
Copier Lease/Usage		4,000	
Translation Costs		2,500	
TIN Verification		2,500	
<b>Office Rent:</b>			20,650
Rent		7,600	
Utilities		500	
Telephone/Internet - Office/Cellphones		12,550	
<b>Consultants</b>			14,000
Audit		5,000	
IT Consultants		7,000	
Legal			
General Consultants		2,000	

**RFP Budget**  
**January 2023 - December 2023**

<b>Administration Partners</b>		683,842
Urban League	235,000	
YWCA	216,907	
RentHelpPGH	231,935	
<b>Software License:</b>		2,603
AppRiver Spamfilter by email address (\$22.80 ea)	13	296
BitDefender-Anitvirus by user (\$23.40 ea)	13	304
Datto SAS-email box backup by email (\$17.22 ea)	21	362
Ceeva Connect by users (\$7.14 ea)	13	93
AlertMedia - Emergency System by employee (\$30 ea)	10	300
Microsoft Licenses (\$96 ea)	13	1,248
<b>Treasury Fees</b>	7,000	7,000
<b>5% Indirect (Personnel +Temp Staffing - Less Contract buyouts)</b>	5%	25,209
<b>Total Administrative Budget</b>		<b>1,300,000</b>
<b>Housing Stabilization Budget</b>		
Community Outreach Partners	\$3K for 12 mo * 5 partners	180,000
Financial Empowerment Center	% of Agency Operating budget	75,000
WAVE	2 Housing Counselors	98,400
Urban League	See Budget	250,000
Just Mediation	See Budget	299,962
RentHelpPgh	See Budget	360,525
YWCA	See Budget	234,246
ACTION-Housing	Housing Counselors/HSC	
2 Counselors		137,000
Housing Support Clerk 8	50%	26,790
Housing Support Clerk	50%	23,924
<b>Total Housing Stabilization Budget</b>		<b>1,685,847</b>
<b>Rental Assistance</b>		<b>10,014,153</b>
<b>Total RFP Budget</b>		<b>13,000,000</b>



	Basic Operations	Support Services
<b>Personnel</b>		
Housing Director	16,794	5,756
Housing Counselor	30,438	
Lead Intake	34,000	
Housing Specialist (2)	64,000	
Resource/ Follow up Specialist (2)		74,000
Opportunity Broker		43,000
Financial Literacy Coordinator		37,000
Fiscal Specialist	8,628	7,086
<b>Total</b>	<b>153,860</b>	<b>166,842</b>
<b>Fringe Benefits</b>	<b>45,027</b>	<b>46,095</b>
<b>Total Personnel</b>	<b>198,887</b>	<b>212,937</b>
Rent	15,216	15,216
Telephone/ Internet	1,500	2500
Office Supplies	500	500
Postage		200
Printing		85
Equipment Management		2,500
Audit		1,000
Insurance		1,000
Staff Travel		
Staff Training		250
Administrative Costs	18,897	8,342
Special Fund Support		5,470
<b>Total Project Management</b>	<b>36,113</b>	<b>37,063</b>
<b>Total Budget</b>	<b>235,000</b>	<b>250,000</b>

**ARPA - AC-DHS/City of Pittsburgh  
Emergency Rental Assistance Program**

**ACTION-Housing, Inc**

**DHS Targeted Rental Assistance and Supportive Services RFP**

Just Mediation Pittsburgh 2023

LINE ITEM	DESCRIPTION	BUDGET AMOUNT
<b>Operations Personnel</b>	Executive Director	<b>\$ 30,373.72</b>
Salary		\$ 26,775.00
Taxes		\$ 2,142.00
Benefits		\$ 1,456.72
<b>Program Personnel</b>	<b>Intake Supervisor .5 FTE and Intake Specialist 2 FTE</b>	<b>\$ 132,182.40</b>
Salary		\$ 111,280.00
Taxes		\$ 8,902.40
Benefits		\$ 12,000.00
<b>Consultant Services</b>		<b>\$ 107,000.00</b>
Mediators	Mediators @ \$150 flat rate per mediation	\$ 105,000.00
Payroll Consultant		\$ 2,000.00
<b>Project Management</b>		<b>\$ 30,405.50</b>
Rent		\$ 2,000.00
Office Supplies		\$ 2,000.00
Audit		\$ 8,100.00
Technology		\$ 4,500.00
Admin (10% of Staff Time)		\$ 13,805.50
<b>Amount</b>		<b>\$ 299,961.62</b>

<b>RentHelpPGH</b>		
<b>Administration Stream Programing</b>		
<b>12 months</b>		
		Yearly cost
<b>Operation costs</b>		
	Executive Director	\$21,000.00
	Director of Operations and Data Management	\$15,000.00
	Benefits	\$5,760.00
	Technology + Hardware Costs	\$4,800.00
	Admininistration (10% of overall staff)	\$17,625.00
	<b>Total operating costs</b>	<b>\$64,185.00</b>
<b>Program costs</b>		
	RentHelpPGH Help Desk Supervisor (.25 FTE)	\$16,250.00
	RentHelpPGH Help Desk Navigators (2 FTE)	\$124,000.00
	Benefits	\$15,000.00
	Technology + Hardware costs	\$12,500.00
	<b>Total Administration Stream Program costs</b>	<b>\$231,935.00</b>
<b>RentHelpPGH</b>		
<b>Housing Stabalization Stream Programing</b>		
<b>12 months</b>		
		Yearly cost 2.5fte
<b>Program Management</b>		
	Admininistration (10% of overall staff)	\$24,312.96
<b>Program Costs</b>		
	RentHelpPGH ERR Housing Stabalization Center Supervisor (.33 FTE)	\$19,629.63
	RentHelpPGH ERR Resouce Navigator (1 FTE)	\$62,000.00
	RentHelpPGH Mediation Navigator (2 FTE)	\$124,000.00
	RentHelpPGH Legal Liaison (.5 FTE)	\$37,500.00
	Benefits	\$15,000.00
	Technology + Hardware costs	\$17,500.00
	<b>Total Housing Stabalization Stream Program costs</b>	<b>\$299,942.59</b>

eliminating racism  
empowering women

**ywca**

Greater Pittsburgh

DESCRIPTION	ADMINISTRATIVE	HS
Salaries & Wages	\$ 118,750	\$ 127,510
Benefits & Taxes	\$ 64,653	\$ 65,720
<b>TOTAL PERSONNEL EXPENSES</b>	<b>\$ 183,403</b>	<b>\$ 193,230</b>
Audit Expenses	\$ 500	\$ -
Professional Fees	\$ -	\$ -
Supplies (Program/Office)	\$ 250	\$ -
Telephone/Internet	\$ 1,000	\$ 2,000
Mobile Phones	\$ 600	\$ -
Postage & Bulk Rate Expenses	\$ -	\$ -
Rent, Taxes, Insurance & Space Allocati	\$ -	\$ -
Officers & Directors Insurance/Cyber In	\$ -	\$ -
Utilities and Insurance	\$ -	\$ -
Facility Maintenance & Repair	\$ -	\$ -
Small Office Equipment (Purchase/Rent)	\$ -	\$ 1,293
Printing & Media Expense	\$ -	\$ 2,200
Sponsorships	\$ -	
Software/Licenses	\$ 1,800	\$ 3,729
Transportation/Parking	\$ -	\$ -
Facility Rentals	\$ -	\$ -
Professional Development & Membersh	\$ -	
Specific Assistance	\$ -	\$ -
Miscellaneous Expense	\$ -	\$ -
Occupancy	\$ 9,000	\$ 10,000
Payments to Affiliates (National YWCA)	\$ -	\$ -
Equipment \$1500	\$ 4,500	\$ 500
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 17,650</b>	<b>\$ 19,721</b>
Major Maintenance		\$ -
Administrative Overhead	\$ 20,105	\$ 21,295
<b>TOTAL EXPENSES</b>	<b>\$ 221,158</b>	<b>\$ 234,246</b>

**RFP Budget for \$3million Budget  
January 2023 - December 2023**

	% of Time		
<b>Program Staff</b>			<b>252,480.00</b>
Housing Support Clerk 3	100%	48,503.00	
Housing Support Clerk 7	100%	53,672.00	
SR Housing Support Clerk	50%	29,930.00	
Program Coordinator	50%	35,608.00	
Communication Staff 2	100%	52,034.00	
Housing Supp. Clerk 5	50%	32,733.00	
<b>Exec/Admin</b>			<b>55,391.00</b>
System Administrator	0%	-	
Assistant Controller	15%	16,514.00	
Payroll Administrator	0%	-	
Controller	0%	-	
Account Payable Coordinator	0%	-	
VP of Finance	15%	25,269.00	
HR Manager	0%	-	
Benefits Coordinator	0%	-	
New Grant Accountant	0%	-	
Accounts Receivable Coordinator	0%	-	
Executive Director	0%	-	
Program Administrator/GC	10%	13,608.00	
<b>Total Personnel Cost</b>			<b>307,871.00</b>
<b>Project Management:</b>			<b>1,000.00</b>
TIN Verification		1,000.00	
<b>Rental Assistance</b>			<b>2,691,129.00</b>
<b>Total Budget</b>			<b>3,000,000.00</b>



## **Budget Narrative**

This budget looks at what it will cost to effectively administer the Program from a strictly processing and delivery standpoint, but also goes a few steps further to address what it looks like to truly stabilize those who are greatest risk and will need the Program. This will be achieved through a multi-agency approach to case management and skills development to assist these individuals and households in long-term self sufficiency and economic mobility.

### **Program Staff**

These are the core ACTION staff who will be implementing the Program. These individuals will be relied upon to oversee the team on the phones, process applications, submit for payment, and supervise the overall process.

### **Exec/Admin**

These are the ACTION staff who assist the core ACTION team and ensure payments are timely made, technology is working consistently, and the staff are adequately supported.

### **Project Management Costs**

#### ***Temp Agency Staffing***

The budget includes space for three temps to support the ACTION team in administration of the Program.

#### ***Insurance***

This covers the insurance unique to the Program, most notably a proportional share of cyber security insurance necessary given the online nature of the Program.

#### ***Office Costs***

This section covers the general expenses of maintaining a functioning, COVID safe work space for the team. Two notable elements here are Staff Trainings, which includes equity and inclusion training to ensure the staff is best equipped to empathetically and effectively work with a diverse client base and TIN Verification, which is necessary at this point to minimize fraud and ensure those we are paying are properly taxable per the United States Treasury.

#### ***Office Rent***

This section covers rent, utilities, and phones for staff.

#### ***Consultants***

This section covers the proportional share of the ACTION audit and technology consultants.

#### ***Administrative Partners***

This section covers the partners who will assist with the outreach to tenants, compilation of documents, and advancing of applications. These budgets are further expounded to show their expenses. We learned in ERAP and CARES, that "Step 2" is the hardest lift and requires the most diligence to ensure

#### ***Software License***

This section covers licensing for the various programs necessary to run this program, including pdf viewers, antivirus software, and spam filter software.

### ***Treasury Fees***

These are the bank fees for the rental payment account.

### **Housing Stabilization Budget**

This portion of the budget focuses entirely on housing stabilization services to assist applicants and tenants in accessing the resources they need to stabilize beyond just rent payments. Throughout the process, but specifically at Step 2, a triage of the household's needs will be conducted. Referrals will be made at this point to credit counseling (FEC), mediation (Just Mediation), rehousing services (ACTION), and other needed resources outlined in our Housing Stabilization Plan. A key focus in this area is targeted, in-depth and on-going rental counseling. While many of the applicants may simply require a five minute conversation and a referral, we know that coming out of COVID for hundreds (if not thousands) of households has been uniquely challenging and destabilizing. Therefore, the budget focuses heavily on funding WAVE, the Urban League, the YWCA, and RentHelpPGH in expanding their targeted case management for those who will need to engage in a longer term, personalized approach to this. By bringing together these key agencies that already do this work and expanding upon their existing infrastructure and expertise, we are minimizing duplicative efforts and will leverage each other's strengths to ensure we are maximizing the impact of the overall goals of the Program. ACTION is also using this budget to expand the impact of the Housing Stabilization Center by adding landlord-focused staff whose sole job will be to build off of and leverage our landlord relationships to assist in both engaging them for payments, but even more importantly connecting tenants in need of a new home and maintaining information on housing availability.

### **\$3 Million Budget**

Due to the cost of administering the Program and the limitations of a \$3 million budget, this budget only covers the administrative costs connected to processing applications, doing basic tenant outreach, and processing payments. This budget works, but is bare minimum, thus evidencing our ability to run the program effectively at that price point. Under this budget, ACTION would leverage other dollars to ensure the Housing Stabilization Center continues and would work with partners to capitalize off of their fully funded programs that could serve as soft referral sources.