



Allegheny County Department of Human Services

RFP Response Form

RFP for a Tenancy Sustaining Support Services Program

PROPOSER INFORMATION

Proposer Name: Auberle

Authorized Representative Name & Title: John Patrick Lydon, CEO

Address: 1101 Hartman Street, McKeesport, PA 15132

Telephone: 412-673-5800

Email: [REDACTED]

Website: www.auberle.org

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

Women Owned: Yes No

Minority Owned: Yes No

If yes, select the ethnicity:

American Indian or Alaska Native

Black or of African decent

Hispanic or Latino/a

Native Hawaiian/Pacific Islander

Western Asian/Middle Eastern

East Asian/Far Eastern

South Asian/Indian (Subcontinent)

Southeast Asian

Other Asian

Multi-racial

Self-Describe: [Click here to enter text.](#)

Faith Based: Yes No

Partners included in this Proposal: N/A.

How did you hear about this RFP? *Please be specific.* DHSProposal email

PROPOSAL INFORMATION

How many total households are you proposing to serve? 480.

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Which type of households are you proposing to serve? If you are proposing to serve both household types, please enter the number of each you plan to serve.

- Single/Adult-Only Households 360
- Family Households 120

Total dollar amount requested: \$1,230,315

Proposal summary *(please use only one sentence)*:

Auberle proposes to sustain 480 households with our housing team that had ZERO households fail to sustain housing for at least one year per HUD stats for each of the last FIVE years.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	John Patrick Lydon	412-673-5800	[REDACTED]
Contract Processing Contact	Shayla Russell	412-673-5800	[REDACTED]
Chief Information Officer	Rodney Prystash	412-673-5800	[REDACTED]
Chief Financial Officer	Rebecca Filia	412-673-5800	[REDACTED]
MPER Contact*	Shayla Russell	412-673-5800	[REDACTED]

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

BOARD INFORMATION

* For the Board Chairperson, you must list an address, phone and email address different than the organization.

Board Chairperson Name & Title: Lauren Lloyd, Vice President of Human Resources, UPMC

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

Partners included in this Proposal:

How did you hear about this RFP? *Please be specific.* Received the RFP notice directly from DHS as several staff are registered to receive RFPs.

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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.*

Landlord: Rich Rouse [REDACTED]

Multi-Program Participant: Johnny Jarvis [REDACTED]

Referral/ Partner Agency: Human Services Center Mon Valley; Dave Coplan [REDACTED]

CERTIFICATION

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

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

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

OR

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

ATTACHMENTS

Please submit the following attachments with your Response Form.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents (*see Sections 6.1 and 6.2 of the RFP for more details*)

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- W-9

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 105 points. Your response to this section should not exceed 12 pages. (Pages 1-3 are not included in the page count).

Organizational Experience (30 points)

1. Provide a clear and concise statement about why you feel that you are the best candidate for delivering Tenancy Sustaining Support Services and how the proposed Program fits within your mission. (5 points)

Auberle is clearly the best candidate to deliver this service. We have vast experience providing all levels of housing support. Our work with lower risk individuals and families is exemplary. Our success rate at one year post discharge from Auberle Rapid Rehousing Services is ZERO people have returned to the Continuum of Care for housing. This has been true for the last FIVE YEARS. We are already delivering tenancy sustaining support services to those we serve at a very high-quality level as part of our Mission in housing. Tenancy Sustaining Support Services are in perfect alignment with the Auberle mission. We serve over 4,000 people each year with nearly a quarter of those receiving support from our housing programs. We effectively and holistically address individual and family needs through our highly qualified staff. Referral partners have recognized this and over the last 5 years, we have quadrupled the capacity of our housing services. Auberle will provide Tenancy Sustaining Support Services effectively in order to further our Mission of helping individuals, families and communities thrive.

2. Describe your organization's experience providing housing-sustaining supports to households, including overcoming challenges that low-income households face in maintaining housing, and working with landlords, particularly as it relates to helping low-income households maintain housing. (10 points)

Auberle's experience is summarized in the results noted above. None of our clients, whether low risk or intensive, have reentered the CoC within one year of obtaining housing. We provide holistic services needed for success and continue after placement so that lives are truly transformed. As to low income, 100% of families exiting our emergency shelters have health coverage, 96% have an increase in income and 96% have a PCP. Our Employment Institute offers training that housing participants can participate in. we provide 13 national certifications that are a gateway to career employment and are in short supply in western PA. 90% of grads are hired within 2 weeks of graduation and 83% are still with the same employer 6 months later as we follow them for six months. This "aftercare" is a critical part of what we do to create long term success for our housing programs.

Auberle has an extensive array of long- term relationships with landlords, property managers, and properties with subsidies. Landlords appreciate the quick response and continued

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communication Auberle staff provides during intervention. Case managers are available for instances that occur outside of standard business hours and are responsive to both participant and landlord needs. They mitigate concerns on both ends to provide a positive resolution. Case managers never over promise and are available to meet with both parties and provide a base to enhance communication between the parties, which leads to better communication throughout the lease term and more permanency. Case Managers remove stigma in approaching the landlord about an issue, and tenants have more confidence to reach out to the landlord before a situation arises.

Landlord connections are a strength when a situation does arise. The housing team quickly intervenes and supports both the participant and the landlord.

Case managers and supervisors check in with landlords regularly about capacity. Landlords offer their units to the Auberle participants before the units are marketed to other agencies or the general public. Auberle housing staff is also actively involved in housing advocacy groups and real estate groups and forums which provide connections to landlords and allow landlords and staff to have face- to- face introductions. Landlords are invited to participate in meetings in the existing housing programs. This already established practice works well for all parties. One of the reasons Auberle has zero people return to homelessness is evidenced by the strength of the landlord connection with Auberle staff and the connection staff facilitate between the landlord and tenant.

Auberle engages with referrals within a maximum of 24 hours from the referral, but often within the hour. We understand that once an individual is referred to a program, they often are engaged in more than one service and time is of the essence in being able to engage individuals and start to build a trusting relationship. Auberle housing staff are all well versed in utilizing The Honest Budget to have an open conversation about earnings and spending habits without judgment or bias. Staff work with individuals to establish short- and long-term goals and to discuss a path to successfully achieve these goals.

Case managers work with individuals to determine all income sources and explain all aspects of a paycheck and earned income deductions. They utilize all payroll systems to confirm pay and explain how to view paystubs and tax forms through the application each participant uses. Staff reviews income calculations and refer individuals and families to any benefits that may be applicable including SNAP, WIC, healthcare, daycare assistance and all other state benefits. Staff also works with individuals on employment and training goals to increase earned income. Additionally, staff are certified in SOAR and work with individuals on obtaining social security benefits.

Through financial literacy and prepared renter's workshops staff collaborates with participants on the importance of an emergency savings account and other banking education. These workshops are conducted either in a group or individual setting. Preparing for an emergency such as an unexpected expense or a loss of income provides the security individuals need to maintain reoccurring monthly expenses. The housing team also has a comprehensive list of financial institutions that offer second-chance accounts and no banking fees. Auberle has an established relationship with majority of the local financial institutions and are able to connect

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individuals to a bank that best suits their needs. Please reference the response to Number 7 which further explains the training Auberle staff participates in, and the tools used when working with participants.

Through the entire process the participant is the driver of services. Auberle staff works with individuals to explore and identify needs and barriers, but the participant is always in control of the goal selection and their priority. Case manager and participant work together collaboratively defining roles, expectations, and individual boundaries. This collaboration is what leads to an open and honest relationship. As each step is accomplished both parties discuss and celebrate victories together and address any challenges that may have arisen. The method of communication works to drive successes and overcome barriers in a way that the participant does not feel overwhelmed or defeated through the process.

3. Describe your organization's commitment to and plan for providing high-quality services to all individuals and families so that everyone feels welcome, 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. Include demographics of Proposer's leadership and staff. (5 points)

Auberle provides high quality services to individuals and families in a way that makes them feel seen, heard and appreciated. The key to doing this is creating a culture of inclusiveness that is embraced and lived daily in our programs. When we hire team members, we not only assess their skills but also their experiences, values, and perspectives. We ensure they are the right fit for our mission of helping to build strong individuals, families, and communities with respect and dignity.

Auberle is committed to high quality services for all individuals and families as evidenced by our diverse leadership and staff, ensuring that multiple perspectives are included in our decision-making process. As a trauma informed, Sanctuary affiliate organization, we provide ongoing competency training for all employees on our policies and practices. Further, we are committed to a culture of understanding and respect and support these ideals by conducting regular training on diversity, gender identity and expression (SOGIE), and cultural awareness. This training guides our staff in being empathetic, knowledgeable, and effective in their interactions with clients from diverse backgrounds.

Our planning efforts are driven by the input from the communities we serve to better understand their needs and preferences. This includes conducting surveys and hosting community meetings to gather feedback and improve our services. We conduct comprehensive assessments to understand the unique circumstances of our clients, including language or translation needs, and develop personalized plans to support them. We have established a continuous improvement process that includes regular reviews of our service delivery methods, client satisfaction surveys, and performance metrics. This process allows us to identify areas for improvement and implement changes promptly to ensure that our plan offers high-quality services that create an environment where individuals and families feel seen, welcomed, and supported.

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Our Housing Department staff are diverse in age, ability, race, ethnicity, gender, gender identity, sexual orientation, and religion. Our motto is “Everyone Belongs at Auberle”. Our DEI committee developed training that all staff participate in where we reinforce this concept peer to peer and also staff to client. We know that diversity greatly contributes to our effectiveness and capacity to provide culturally sensitive and welcoming services to diverse participants.

Currently, 46% (14/30) of our Housing Department identify as Black or African American and 7% (2/30) identify as another race other than Black/African American or white. At least 25% (8/30) of our team have lived experience with homelessness and 15% (5/30) of our team members openly identify as LGBTQ+. Additionally, several of our staff speak multiple languages, are of immigrant experience, identify as having one or more disabilities, and/or have other forms of lived experience that we know enhances our welcoming environment and approach with participants.

4. Describe your organization’s organizational and management structure, including evidence of effective internal communication, external coordination, an adequate financial accounting system, and an absence of unresolved monitoring or audit findings for any grants. (5 points)

Auberle’s organizational structure consists of CEO, COO, Directors, Managers, Supervisors, and service provider staff. Our organizational structure, design, internal communication/ collaboration, and training curriculum have led to national recognition on 3 separate occasions.

We have effective internal communication including Microsoft technology for email and a “Daily Memo” that is sent out to all staff apprising them of agency happenings. The agency provides staff with phones, hot spots, printers, computers, tablets and any other technology that may be needed to work and communicate effectively. Directors, managers, and supervisors meet monthly to facilitate inter-departmental collaboration and engage in collaborative problem-solving and planning. Several inter-departmental committees also meet monthly, including our Sanctuary (focused on agency implementation of Trauma Informed Care), Diversity, Equity and Inclusion (DEI), Challenging Conversations for Change, Monthly Staff Support Session, Wellness, and Safety committees.

We provide external coordination for participants, staff and the agency. We track who is involved with community, government, and other work groups, committees, and task forces. Auberle embraces a collaborative approach to providing services and is always building upon and expanding our base of community partners. Our leadership team coordinates with partners at both the agency, departmental, and program levels. The executive team helps to facilitate partnerships when needed, but program leaders and front-line staff are also empowered to build partnerships that benefit the people we serve. Teams routinely invite other organizations and community groups to speak with our staff, so that we can share what we do as well as learn more about available resources to share with our participants.

Auberle uses a financial accounting system called MIP/Abila. We have a dedicated Finance Department comprised of a Director, Controller, Senior Accountant, Accountant, Payroll/Accounts Payable and several admin/billing specialists that work in tandem with

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programs and departments for solid financial accountability in Development, Foster Care, and Housing. Finance provides agency leaders with monthly financial statements, and all needed and necessary reports. We have no unresolved monitoring or audit findings for any grants.

5. Describe your organization's experience maintaining databases/using software for reporting/analysis, tracking service interactions and/or staff management. (5 points)

Auberle has vast experience collecting data through multiple systems. We utilize them successfully to enter and track data. We use HMIS in all our housing programs. We use multiple county systems including KIDS, Synergy, CAPS and MPER. We utilize an Electronic Health Records System called Qualifacts. Our Homebuilders® and SNAP® Programs utilize their researcher developed databases for nationwide and international data comparisons.

For this program, we will collect the data needed to monitor and evaluate Tenancy Sustaining Support Services to ensure high quality service delivery.

Tenancy Sustaining Support Services Plan (45 points)

6. Describe the scope of the Program your organization is proposing, including the number of Participants and household types to be served annually. (5 points)

Auberle is proposing a process/protocol/checklist to address all areas of this program. We will effectively engage both tenants and landlords in support of maintaining housing stability for participants by providing low-intensity support focused on core housing stability issues. Services will be provided for up to one year. The type and length of service will vary based on their needs. Communication will vary and may include group outreach, topical text messaging, educational workshops, and providing accessible materials for tenants and landlords. Education will be provided on tenant and landlord roles, rights and responsibilities, eviction prevention, coaching education and independent living and life skills such as budgeting, financial literacy and credit improvement. Referrals for additional and/or more intensive support related to housing maintenance, such as mediation, credit improvement, benefit enrollment and life skills will be made as needed. The program will make referrals to more intensive services as needed such as behavioral health. An initial assessment of needs will be completed using the intake packet and checklist, rent and lease review, budget assessment, and communication with both the landlord and tenant. Auberle proposes serving up to 480 individual households in the first year. 120 of these will be families and 360 will be individuals/couples. Auberle has a Behavioral Health Department and we understand the complexity of Medicaid reimbursement. We will actively participate in the implementation of future Medicaid reimbursement as determined by Medicaid regulations, ACDHS and Community Care Behavioral Health (CCBH)

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7. Provide your organization's comprehensive plan for provision of supports to help Participants sustain housing. The response should clearly describe how you will deliver the scope of services as described in the RFP. (20 points)

Auberle will provide all of the services described in this RFP. The participant will be the primary driver of services pursued by using a shared goal setting model. Case managers are prepared and trained to serve any household composition type. Case managers have a home office; however, they are mostly mobile to meet participants where they are to prevent any transportation burden on the participant. The intake and initial assessment will be scheduled within 24 hours of referral. Staff utilize their training to meet participants where they are and to be a coach in their success. Using a coaching model when providing case management services puts the participant in the driver seat of their success. The case management hours will operate from 8am to 8pm each weekday but will also offer the opportunity to be flexible outside of these hours, including weekend meetings. This will prevent individuals from missing other obligations. Case managers will meet with program participants face to face once a month and provide an opportunity for weekly check ins using the vehicle preferred by the program participant, either online, text, phone, email, etc. This consistent connection will allow for early recognition of any situation and provide the opportunity to intervene before a situation impacts tenancy. Auberle Housing Case Managers are all trained and certified in Prepared Renters Education Program (PREP), Your Money Your Goals, Strength Based Family Workers, and Mental Health First Aid. All staff have been cross trained with street outreach and single-family shelter programs to more effectively assist individuals who have various experiences with homelessness. Three of our staff are Pennsylvania Housing Finance Agency Certified in Family Service Coordination, one staff is a Certified Health Worker, and four staff are certified in SSI/SSDI Outreach Access and Recovery (SOAR). All Auberle staff receive DEI, SOGIE, and Trauma Informed training in addition to Narcan and CPR. Case managers use motivational interviewing to establish goals and a roadmap to reach goals. There is a mutual understanding that goal attainment is not linear and may require a pause or step back. It is in these moments case managers offer support and encouragement. Staff will assess each participant's needs by reviewing budgets, leases, and money habits. Case managers will refer individuals to applicable services and will use the honest budget, PREP, and Your Money Your Goals training to provide one on one or group offered workshops to improve financial stability. Budget and goal review will occur at each monthly meeting. Participants will be encouraged to continue looking at household budgets monthly, even if income and expenses do not change. This sets the expectation that finances always need to be reviewed and addressed. This also puts people in control of their money and decision making rather than money controlling spending decisions. How a person views and interacts with money drives their decisions. Case managers will work on money mindset with each household. Opportunities to attend group workshops on PREP, Youth Money Your Goals and Financial Literacy/ Relationship Money will be provided to program participants and will also be offered on an individual basis during an extended monthly meeting schedule. The two opportunities will allow people to determine which schedule best meets their needs and how they would like to participate. Case managers will refer to internal partners such as the Auberle Employment Institute. Participants who engage with the Employment Institute elect the employment track they are interested in and work toward certification and employment. They don't just find a job; they attend pre-

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employment services and have support along the way to start and keep employment. The Employment Institute also works with individuals on an advancement plan for anyone interested in moving through the ranks of their role. Employment services are always for careers with benefits above living wage. Housing team members also work with participants to assure healthcare meets their needs. This is done through employment covered healthcare or healthcare through the marketplace or COMPASS. In addition to making sure individuals have healthcare coverage, the case managers also make sure participants are connected to a Primary Care Physician and other healthcare providers as needed. The Auberle Behavioral Health Department is also available for mental health and drug and alcohol issues. Case managers will offer mediation with landlords and tenants. Even in cases where mediation is not needed, case managers will work to open lines of communication between the parties to bridge any gaps or remove any nervousness or fear in having difficult conversations. Case managers will provide training on how to have these difficult conversations through the PREP training and individualized conversations. They will also work with, and provide a warm hand off to external partners such as Just Mediation and Neighborhood Legal Services should the need arise. Case managers will assist household members in applying for any qualifying benefits and will provide connections to community support. An aftercare array of services and connections will be in place as participants move on from the program. Community support includes but is not limited to Pitt Engagement Centers, Family Centers, Financial Empowerment Centers, Local Food Banks/ Pantries, and Federally Qualified Health Centers.

8. Describe your organization's engagement strategy with tenants and landlords to effectively make services accessible and appropriately utilized. (10 points)

The Auberle Housing Department has well established, successful engagement strategies with tenants and landlords, as evidenced by our positive outcomes mentioned above. The program supervisor will assign a case manager to the household immediately upon referral. The case manager will contact the participant as soon as the referral is received. An intake and assessment will be scheduled within 24 hours. Auberle staff understands that any delay in connecting to households will impact the relationship between the case manager and participant and has the potential to impact positive outcomes. Case managers will contact landlords/property managers once the initial assessment is completed. Case managers will introduce themselves and be receptive, listening to any concerns the landlord may have. These concerns can be financial in nature or related to any potential lease violations. While case managers will be working with landlords on their concerns, confidentiality will always be paramount. Personal information and work plans will be shared with the landlord with explicit consent of the participant. A participant and landlord meeting will be scheduled and landlords and tenants will be asked to meet on a quarterly basis. This can be either in person or telephonically. An initial conversation will be established for the second face to face meeting with the program participant. This will be an introductory call. The case manager will have a checklist of items to cover in this conversation such as, who to call for a property related emergency, how to reach maintenance and what to expect once a call has been made, verification of how to submit rental payments including payment methods, and who to contact if an issue arises with future payments. This introductory call will provide an opportunity for the landlord and tenant to "meet" on a positive note without the emotion involved around any previous unresolved issues. This will establish a positive rapport. The landlord will also have an opportunity to cover any tenant tasks or lease obligations

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that need to be completed such as where to place refuse and when, any lawn care or maintenance required. Tenants will have the opportunity to address any maintenance concerns. Addressing these items early on prevents issues that could arise from waiting. Establishing communication early between the landlord and tenant will begin to bridge a relationship between the two parties that will assist in building trust and ongoing communication. Case managers will utilize the method of communication preferred by both the tenant and landlord.

The relationship between case manager and participants, along with the relationship between the tenant and landlord, is what drives success. Participants engage with case managers for weekly check-ins. These brief contacts provide support to participants and promote success. The case manager acts as a cheerleader and coach throughout the process. Data reflects the success of the case manager/participant relationship. Zero entry back to the homeless system is a testament to the good work Auberle case managers complete once an individual is housed.

9. Describe your experience or demonstrate your ability to effectively make linkages to other community services, as appropriate, to support Participants in maintaining their housing. (10 points)

The Auberle housing team has a lengthy history of partnering with other agencies for community support. The housing team has bi-weekly housing team meetings that include all housing and shelter staff. At each of these meetings an outside provider agency presents their programs and services to the team. This has built a relationship between the team and agencies by providing a personal contact at each organization/service. Positive, collaborative relationships are in place. Providers that have presented include: Mon Valley Initiative, Ingliss, SOAR, Hugh Lane, CCAC, Bail/ Judicial system, Health Department- on community violence & SUD, Amachi, Women's Center & Shelter, Literacy Pittsburgh, Footbridge, Neighborhood Legal Services, Just Mediation, Vote Riders, Sheriff Department on SUD and on personal safety, A Second Chance, Bridge Outreach*we also did a day of shadowing with them and they came to shadow us to cross train, Allegheny Family Network, Homeless Children's Education Fund, We have also worked with school districts to discuss their needs and ours, Joe McAndrew (representative) office. Auberle does not just refer individuals to other programs but instead makes connections. These connections lead to better follow-through from both the participant and the agency. Case managers are also available if for any reason there is a disconnection between the two parties. Case managers guide and coach individuals through their successes and relationship building.

The majority of Auberle housing participants connect to the Financial Empowerment Centers and Family Centers on a regular basis. Auberle also works to connect individuals to their local libraries. The local library is the best community hub for resource connection and for community building. When individuals feel connected to their community, they are more likely to be involved and remain in the community. The library connects individuals to services and to other community members through their monthly newsletter. Auberle does not just develop partner relationships but builds and manages networks of partnering agencies that collaborate for current and preventative solutions.

Program Staffing and Administration (20 points)

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10. Describe your organization's staffing plan for the Program, including Participant-to-staff ratio, Program staff positions, qualifications, recruitment, training and performance management. (10 points)

The Auberle housing department has a Department Director and 2 Managers. Two Supervisors will report to an existing Manager. Twelve Case Managers will report to the two Supervisors. A Program Facilitator will design and implement group workshops, handle data reporting, and program coordination. Case managers will generally work an 8-hour work schedule between the hours of 8am and 8pm Monday through Friday with the expectation they will adjust their schedule beyond these hours as needed to include weekends. Case Managers will be assigned to each quarter of the city/county limits (North, South, East, West- three case Managers assigned to each quadrant) and each of the three assigned in each quadrant will have different scheduled hours. Each case manager will oversee a caseload of 40 households all varying composition. The above structure is built on the estimate of need in the RFP but can be adapted to meet the reality as things change.

While a degree in social work or a related field is preferred, Auberle programs accept work or lived experience in lieu of a formal degree. The application and interview process includes verification of credentials and work experience. We go above and beyond to train our staff in evidence-based models and approaches, so they are equipped to provide the highest quality services to our participants and change lives. In addition to ensuring all our staff complete in-depth training on Trauma Informed Care, Motivational Interviewing, and Comprehensive Crisis Management (CCM), we enroll multiple staff each year in Strengths-Based Family Workers Credential. Currently, 9 of our staff and supervisors have earned the credential and 8 are pursuing and 8 are enrolled. Our entire staff also complete the Your Money, Your Goals training to support participants in maximizing their personal finances and the Mental Health First Aid training. All of the housing staff complete the Self Determination Housing of Pennsylvania training series within their first 6 months. We currently have 4 staff completing the SOAR certification and 6 staff enrolled to complete the NeighborWorks America prep for the HUD housing counseling certification training. Another unique aspect of our training model includes inviting other providers to speak at our biweekly team meetings, thus expanding our staff's network of knowledge of how to help participants connect with available resources.

Auberle is a member of Vibrant Pittsburgh, which supports agencies to develop equity, inclusion, and diversity in the workplace. Auberle has used the Vibrant Index to identify opportunities to increase the impact of our Diversity, Equity, and Inclusion efforts. Core components of our approach have included developing an agency-wide DEI training, expanding our recruitment efforts to attract diverse staff, and strengthening our training for management on fostering a safe inclusive environment for all staff and participants.

Our housing department staff are diverse in age, ability, race, ethnicity, gender, gender identity, sexual orientation, religion, and more. We know this diversity greatly contributes to our capacity to provide culturally sensitive and welcoming services to diverse participants. At least 65% identify as having lived experience with homelessness or unstable housing and/ or system involvement.

In addition to building a staff team that reflects the diversity of our participants, we continually seek to expand our team's knowledge, awareness, and skill in serving diverse populations by

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inviting diverse organizations and community groups to speak and partner with us. For example, we partner with Hugh Lane Wellness Foundation and TransYOUning to support LGBTQ+ participants with things such as accessing binders, making appointments with gender-affirming medical providers, and pursuing a legal name or gender-marker change. We also work with Immigrant Services & Connections (ISAC) to support participants of refugee or immigrant experience and are experienced in arranging translation and/or interpreter services for participants who prefer a language other than English and/or are deaf or hard of hearing. These are just a few examples. We are continually seeking out new connections and building upon existing partnerships to provide the highest quality services to all of our participants.

We set team and individual goals and objectives. They are reviewed through supervision, and supervisors are always available to assist with troubleshooting. Supervision is held on a bi-weekly basis at minimum. Staff who are looking for additional direction or who need additional support may require more frequent supervision. All supervisors work primarily from the office so that staff may have access to a supervisor as needed. Each supervisor is well versed in all programs and has access to each program to assist staff should the need arise. Supervisors rotate an on-call schedule for any needs that arise after traditional business hours.

11. Provide an appropriate schedule for the proposed activities, a management plan, and a description of your organization's method for assuring effective and timely completion of all work. (5 points)

Program operations are scheduled to begin once the application is approved. Hiring will commence immediately with the program being fully staffed within 90 days. As the hiring is in process, the program activities will not see a delay in starting. When referrals are added to the agency's program bulletin board they will be assigned to a case manager immediately. The case manager will attempt immediate contact using all methods of outreach which may include phone, text, email, or other online methods. Should an individual have other supports listed, their contact information will also be utilized as needed. An intake will be scheduled at the earliest availability of the participant. At the intake appointment an assessment of basic needs will be completed, and the case manager will assist in applying or referring the household to any basic needs that are not being met. These needs will include physical and mental healthcare, food, and utility assistance.

Once the intake and assessment are completed the case manager will contact the landlord to see if additional information is needed. The case manager will request a copy of the current lease and will schedule a follow up meeting within one week of the initial assessment with the program participant to review the lease terms using the lease review worksheet. They will also complete a household budget using income verifying documents and bank statements or bills. The case manager will provide a referral list for agencies that are applicable to the individual's needs. The case manager will review local agencies such as family centers, financial empowerment centers, federally qualified health centers, and local food pantries to assure the individual is using the locations that best suit their needs. The case manager will begin to review the significance of an emergency savings account and how to begin a relationship with saving money such as where and how to start. The case manager will also review 211 and how to connect to services in an emergency. Both the case manager and participant will set their boundaries for communication

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and the case manager will work with the participant to set personal goals and how to prioritize goal achievement.

At the second meeting the landlord will be invited to begin the landlord tenant relationship. Moving forward the case manager will check in with the participant at least weekly using the contact method both have set. The case manager will also schedule face-to-face meetings at the unit around the availability of the participant. At least quarterly the landlord will be invited to the meetings to explain any unmet expectations and to continue to build rapport. Each meeting will build upon the previous meeting and will review the household budget using verifying documents, when possible, review the savings plan for any modifications, review for any unmet needs and necessary referrals.

The Auberle Housing Team has policies in place to assure timeliness of work. All notes are entered into the electronic file within 24 hours. All program documents are uploaded to the electronic file within 24 hours. The team is also moving toward electronic signatures in meetings which would allow program participants to sign documents on the case manager's device which would be instantly uploaded to the electronic file. Case managers will have access to the electronic file at any time. This will prevent duplication of services and will permit a more cohesive development plan as the case manager can go back to previous documents and notes to build the plan.

12. Describe your organization's plan to track and achieve performance standards. (5 points)

Auberle uses several processes and tools to collect, track and achieve performance standards. Data is at the center of everything Auberle does. We have a robust CQI program that includes every team in the agency having specific, measurable, attainable, relevant, and time-sensitive (SMART) goals. The goals are reviewed monthly with each team and quarterly reports are made to the COO and CEO. Reasons to celebrate and areas for improvement are identified for each team. In addition to team goals, staff have individual goals that advance the goals of the team. We tie our data and outcomes to our 3-5 years strategic plan. This program will be woven into the long-term vision for the agency and our communities. Our broad-based, organization-wide process is one of the many reasons we are so successful. Annual goal attainment is rewarded tangibly with performance bonuses. We continuously seek ways to measure our outcomes and improve systems and services. Our housing staff are very familiar with HMIS and enter client data with timeliness and accuracy. Our performance data with DHS shows that we exceed expectations on data entry. This program will be successful providing tenancy support services.

Financial Management and Budget (10 points, not included in page count)

13. Attach a detailed line-item budget that reflects the costs associated with implementing the Program for a one-year period. (5 points)

14. Provide a budget narrative that clearly explains all assumptions and justifies all line items in the proposed budget (5 points)

Tenancy Sustaining Support Services Program Budget

Annual Operating Expenses	
12 Case Managers	600,000
2 Program Supervisors	135,000
Education Facilitator	55,000
Housing Manager (20%)	15,000
Housing Director (15%)	14,000
Benefits	137,520
Staff Development	25,500
Program supplies and materials	4,500
Office Expenses	2,500
Telecommunications	32,298
Travel Staff	50,000
Equipment - Startup	25,128
Misc.	5,000
Subtotal	1,101,446
Insurance (1.2% of revenue)	13,217
Admin (10.5% of revenue)	115,652
Total	1,230,315

Tenancy Sustaining Support Services

Auberle Budget Narrative

This RFP seeks to serve 480 program participants, both individuals and families. Starting a new voluntary program creates several budget variables. Referrals to the program will occur on an ongoing irregular basis throughout the year. Since it is voluntary, some participants will accept services, and some will not. Each participant can receive a year of service, which some will accept for the full year, and others may elect a short-term to resolve an emergent situation. We have taken this into account in planning a budget that would ramp up to 12 Case Managers based on the number being served. Auberle offers great flexibility here since all of our Housing case managers are trained to support maintaining housing, as our outcomes cited earlier verify. So in the event of a spike in need that requires rapid response, we have flexibility to shift staff to the program from our other housing programs.

We budgeted for an Education Facilitator who will offer classes primarily targeted to tenants but also outreach to landlord groups. Most individual landlord outreach will be by our Director and Manager, as we successfully do at present. The Facilitator will be supported by program supplies and materials to use in classes and to distribute widely to support retaining housing. We will have 2 full-time Program Supervisors. We allocated a portion of one of our housing Managers and our Housing Director to the program. This provides supervision but is particularly important and more time intensive in the first year of operation of any new program to make certain that the program ramps up and performs as intended.

Staff in this program will be fully mobile and will do a significant amount of driving as budgeted for staff travel. It means they need mobile communication equipment to access all resources while at the participant's location. This equipment includes cell phones, laptops, tablets, and hotspots so we included one-time startup equipment costs to purchase this equipment for all staff, except the Housing Manager and Director who already have their full array of mobile equipment.

We did not budget for supportive service items that we use in our other housing programs where we are seeking housing, since it is assumed that these individuals are housed and have these items. We will partner with other natural supports that provide services such as transportation, employment training and education, personal items, food resources, and such, outside of this program budget. We will facilitate warm handoffs to other program providers understanding that we need to do so while sustaining the trust built between our staff and the participant to make certain that no one falls through the cracks. The key to this program is maintaining housing throughout the period of service, so all these things need to be flexible to meet the needs of

participants. We are prepared at any time to adjust the program budget and can provide for supportive service items should that be necessary.

Our housing team works seamlessly with our HR, Finance, and Continuous Quality Improvement staff daily to ensure that all program needs are met, to monitor the budget and spending, and to use our CQI services to track and improve performance outcomes in the program. The allocations for admin and insurance are standard throughout the agency and appropriate pursuant to the Agreed Upon Procedures agreement already in place with ACDHS as to these allocations.

We are happy to discuss to discuss any and all aspects of the budget and to modify it where needed, both in advance of starting the program and throughout the program, as together we gain actual experience implementing the program, as always.