

Allegheny County
Department of Human Services
Request for Proposals Q&A
One-Stop Center with Comprehensive Services for Transition-Age Youth

March 11, 2015

83.) I wanted to learn more about the DHS provided services that are listed within the RFP, ie. Steel City Safe, Opportunity Passport, etc. I could not find any additional info on the DHS website. Do you have a list of DHS provided services for each of the DHS Program Offices and DHS IL Initiatives and links to that information?

For an overview of DHS IL initiatives please refer to page 85 of the [CYF Needs Based Budget Narrative](#). Click on the links below for more information about:

- [Education Liaisons](#)- DHS staff that assist youth in attaining post-secondary education
- [Steel City Safe](#)- a secure site where youth can store life records (e.g. birth certificates, social security cards, medical history), modeled after [Health Shack](#)
- [Opportunity Passport](#)- a financial education curriculum designed specifically for youth in or formerly in foster care
- [Family Finding](#)- strategies used by DHS to locate and engage relatives of youth currently living in out-of-home care
- [Youth Support Partners](#)- young adults, typically 19 to 25 years of age, who have personal experience in one or more of the child-serving systems, who assist youth ages 14 to 21 currently receiving services through DHS.

82.) Are training costs and other start-up costs related to programming included in facility development (start-up) budget?

The Facility Development budget is to be used for the physical build out of the center. If a Proposer finds a location that does not require build out, then they will not need to use the Facility Development budget. Please include start-up costs related to programming (e.g. training) in the operating budget, with a note in the budget narrative describing why your organization must incur these costs before you are able to operate the center.

March 9, 2015

81.) A template was provided—is this the template to be used with the only caveat that can change is adding additional columns.

Yes, please use the budget template. DHS needs to be able to easily evaluate proposers' operating budgets.

80.) Subcontracts—is it expected that we estimate the breakdown between various line items, such as Program Staff Salaries, Benefits, Rent, Administrative Overhead, etc...? In most cases when we have a subcontract, we simply list it as a purchased service. Since this may not be the case, do we also need to complete the staff rosters?

The more information provided in the budget, the easier it is to evaluate. That said, DHS recognizes that for proposed subcontracts it might be difficult to pull out line item details. If that is the case, providing a total for each proposed subcontract will be sufficient.

79.) If we partner with an outside agency to provide service at no cost to this program, it is my understanding that we treat these services as a subcontract and then include offsetting revenue. Is this applicable to all partnerships, such as a bank who will be assisting in financial literacy for a few hours a month—it may be difficult to assign a cost to this?

If you partner with an outside agency to provide a service at no cost to this program, DHS would consider that a “partner” agency and it should be included as offsetting revenue to reflect the true cost of the services you propose to provide at the Center. In the example you raised of a bank offering a few hours of financial literacy training, you might ask the bank if they have an estimate for the cost of their “in-kind” service but if not, it is fine not to include that offsetting revenue. Include an explanation within the budget narrative.

78.) It is our understanding that workforce development will be awarded by the county through a separate RFP process. There is a column for workforce development in the template provided by the county. Is this in connection to the separate RFP, and if so, how do we estimate the costs when we are unsure as to what the county may approve?

That is our mistake. Please leave that column blank in the operating budget.

77.) What costs can be included in Start Up (such as furniture, build outs, etc...) and how much does the county have available?

See the response to Questions 62-65.

76.) Are start-up costs a separate budget and is there any specific format?

See the response to Question 66.

75.) Is DHS willing to extend the deadline of the RFP submission with the multiple complexities in the RFP?

Proposals are due April 13. The deadline will not be extended. DHS recognizes, however, that this is a complex RFP and we do not want to discourage providers from applying due to the timeframe. While we will need sufficient information to fairly evaluate proposals, if there is a service area for which you have not yet developed a complete plan, you can describe your thinking and plans to date. DHS is interested in proposers’ vision for the Center and their strategies for engaging and serving youth. DHS expects partnerships and services to evolve over time in response to the youth.

March 9, 2015- Q&A from the Proposer’s Conference
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3 Rivers Workforce Investment Board RFP

74.) The employment piece is an RFP within the RFP. Should we just apply to the initial RFP through 3 Rivers Workforce Investment Board or is a partnership within this RFP being noted sufficient?

If you want to provide the youth employment services within the Center then you should apply through the 3 Rivers Workforce Investment Board RFP process. You do not have to apply to this DHS RFP.

73.) According to the WIB, there are performance measures particular to in-school and out-of-school youth. Do these performance measures apply to the career pathways center?

Yes. The selected provider will have to meet the WIB’s stated performance measures. The workforce development contract will be with the WIB, not DHS.

Target Population

72.) Do you have any estimate of how many youth at any given time (day) would use the center? (Useful for staffing plan)

As a new service delivery model, we are not sure how many youth per day will come to the Center. We are estimating that up to 100 youth per day might stop in at the Center for one-on-one supports, classes and workshops, and/or community.

71.) How many youth should we be able to serve at one time (staffing capacity)?

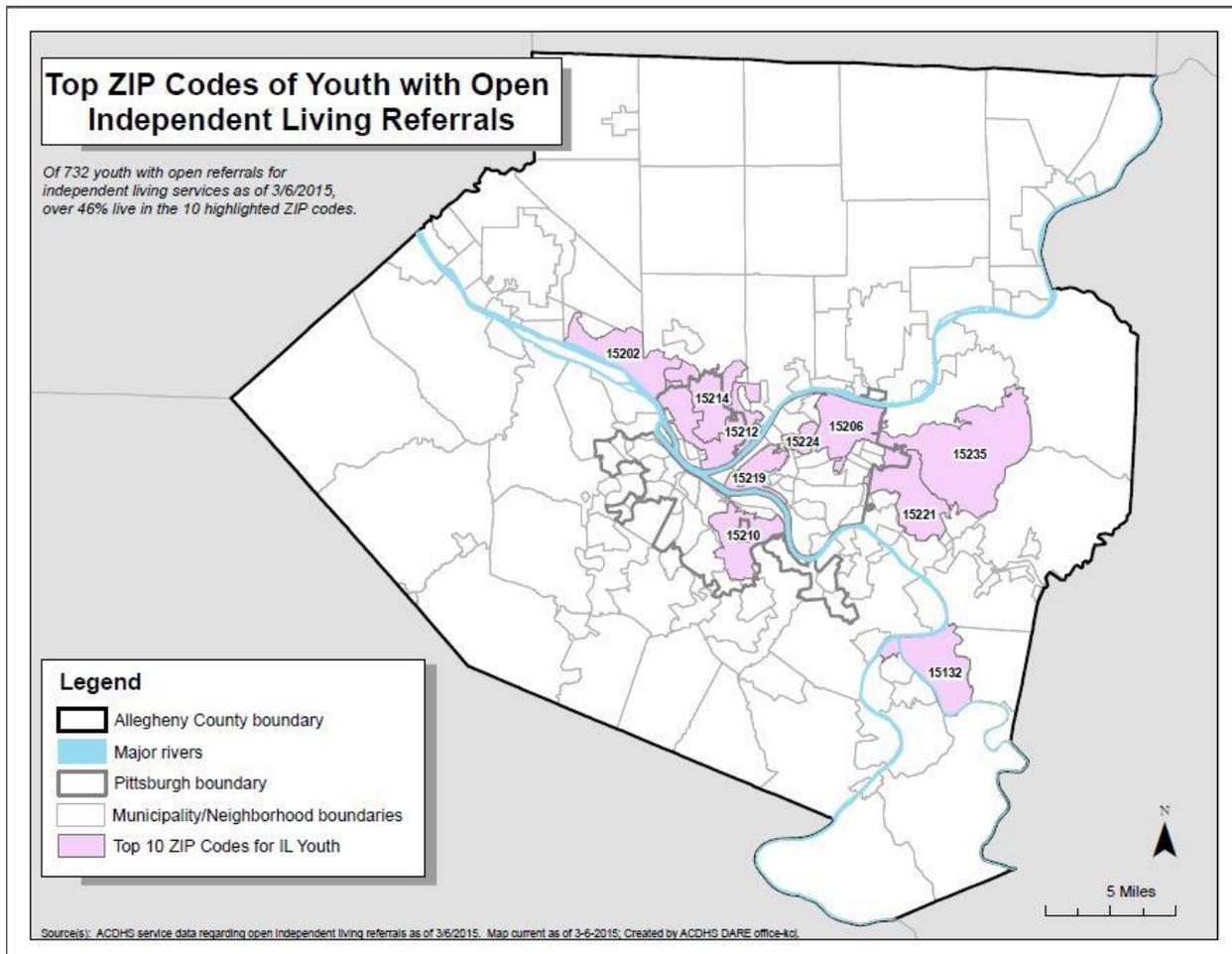
See above, but bear in mind that each youth will not require individual attention for the entire duration of each visit.

70.) Can the Center serve non-IL youth?

The Center can also serve youth, age 18 to 24 who are homeless or are involved in other DHS services.

69.) What are the zip codes of current youth in the IL population?

<u>Top 10 IL ZIP Codes</u> <i>(Youth with Open IL Referrals)</i>	<u>Approx. % of All IL Youth</u>
15212	8.1%
15210	5.9%
15221	5.7%
15206	5.7%
15132	5.1%
15214	4.4%
15219	3.1%
15235	2.9%
15202	2.7%
15232	2.0%
<i>Top 10 ZIPs Combined</i>	45.6%
<i>Remaining 108 ZIPs</i>	54.4%
Total:	732 Youth



68.) What were reasons youth exited services in 1.25 years?

DHS is working on pulling together data to best answer this question. Look for an update to the Q&A.

67.) How are the youth or current IL programs going to be transitioned into the new program?

We will rely on existing programs to continue to serve youth, and to assist us in the transition, until the Center is fully functional.

Start-up Costs

66.) Is the facility development above and beyond separate from the operating budget of \$2.5-3 million?

Yes, it is a separate budget. However, the operating budget will not begin until the facility is complete and services can be offered.

65.) Is there a separate funding source for “start-up” costs or will that come from the 2.5-3 million operating budget?

64.) Is startup available? Limitations? Is startup in addition to the 2.5- 3 annual budget?

63. Can you share DHS's vision for "start" up costs?

62.) Are there start-up funds?

DHS considers the Facility Development budget to be the start-up budget. (Response to Questions 62-65)

Site

61.) Can the site be active and running while the agency completes the build-out?

Yes, but you should justify your ability to serve youth during the build-out in your proposal.

60.) The centralized location is a true challenge economically and logistically. Can the County define the preferred site and assist with negotiating the arrangement?

DHS has not identified a specific site, electing instead to allow proposers the flexibility to identify a site. In our experience, agencies have used their contract status with DHS in their lease negotiations.

59.) Will this site have to be located downtown?

The site must be accessible to most county residents by public transportation.

58.) Is there an expectation of the County to have specified space in the Center?

Because the Center is envisioned as a central hub of services and supports for these youth, the selected provider will be asked to accommodate a variety of DHS staff and other partner agencies who may want to meet with youth at the Center. That said, no designated space is required for DHS staff.

57.) Does DHS have a site in mind that they encourage a provider to use? Is Wood St. Commons cited for its concept of building community or is it a physical space that is available?

56.) Are there other suggested locations in addition to Wood St. Commons?

No, DHS does not have a specific site in mind for the Center. DHS provided Wood Street Commons as an example of available, centrally located space. (Response to Questions 56 and 57)

55.) What evidence or information do you have that youth would prefer to receive services like these downtown as opposed to some other part of town or in more than one place?

54.) Will consideration for a site location also be considered based on:

- a. **Location proximity to areas experiencing increased adolescent admission into foster care**
- b. **Accessible on bus route?**

Given geography and public transportation in Allegheny County, no one location is ideal for everyone. Downtown Pittsburgh, however, is the most accessible location by public transportation. Many of the current IL providers have found that delivering programming downtown (at DHS's 1 Smithfield building) has been successful with youth, and they enjoy better turnout at events held in the downtown building. (Response to Questions 54 and 55)

53.) Do you have an approximate square footage including kitchen and gross motor (gym) that you would expect the facility to have?

No, we think that the requirements could be accommodated in many different ways, so we do not require a specific square footage.

Services

52.) Can you define the specific required services that must be provided at the center during the first year?

Please see pages 14-16 of the RFP for a discussion of the required services.

51.) For housing- do you expect on site or just case-working to connect to resources? If housing is on-site, how many units?

The Center will not provide housing on-site. It will connect youth to housing resources. It will also teach youth their rights and responsibilities as tenants.

50.) How do the current IL services fit into the new center since it appears that under the RFP many IL services are being provided directly at the center?

49.) Will this replace any existing programs?

48.) Does the center replace current IL services?

The contract for the Center is replacing several existing IL provider contracts. (Response to Questions 48-50)

47.) Can DHS expand on “One Stop Shop” and your vision of “a community of providers”?

DHS believes that the Scope of Services described in the RFP (pp 9 – 16) thoroughly covers the vision and expectations for the One-Stop Center. The expectation is flexibility and coordination among a group of providers to provide comprehensive services and meet the needs of youth.

46.) Are there existing programs in the state or country on which you are basing the model? Examples?

DHS is not basing the Center on any one model. In the background section of the RFP, p. 8, footnote 9, we include a list of diverse one-stop centers by way of example.

45.) Is the proposal requesting formal childcare? If so, will DHS help with the licensing process?

DHS expect the Center to accommodate the needs of teen parents. The RFP does not require the establishment of a childcare center.

Referrals

44.) Who are the primary referral sources?

The Office of Children, Youth and Families (CYF) will be the primary referral source of clients. DHS also envisions youth finding the Center through provider referrals and word of mouth among youth.

Partnerships

43.) Will you be publishing the Proposers' Conference attendees and their application status (i.e. who is looking to partner and who is looking to be a lead agency)?

42.) Can you provide a list of agencies and their role (i.e. lead or partner) and the services they are looking to provide within the one-stop center?

41.) If we are only interested in partnering or subcontracting, is there a way that the County could share this information with lead agency proposers?

Yes. We have posted the information we have on the agencies that attended the Proposers' Conference on March 2 to the [Active Solicitation Webpage](#). Not all agencies have shared their intentions with us. (Response to Questions 41-43)

40.) Do bidders need to submit support letters/subcontract letters with the RFP?

The RFP requests letters of support from all the agencies with which you intend to partner or sub-contract.

39.) What is the difference between a subcontracted agency and partner agency?

A sub-contracted agency would have a paid contract with the Center's lead agency to provide specific services at the Center. A partner agency is interested in serving the Center's target population and might offer their expertise or services at the Center, weekly, monthly or even an annual event.

38.) If not the lead agency, can a service partner with more than 1 RFP?

Yes.

37.) Would the County be open to a proposal that includes a subcontract to the current IL providers?

Yes.

36.) Are there limits to the number of partners?

No. DHS also acknowledges that partnerships will grow and change over time with the Center.

Funding

35.) Is sustainability an expectation of the RFP response, since it is defined as a possible 3 year grant?

34.) Is there sustainable funding after 3 years?

This RFP process will award a three-year contract. At the end of that contract, it could be rebid, it could be renewed, or it could end if the funding is not available or the outcomes do not warrant continuation. (Response to Questions 34 and 35)

33.) Would DHS consider a 5 year proposal instead of a 3 year proposal? It is very difficult to obtain a reasonable 3 year lease on downtown property.

At this point, DHS is not considering making this a 5-year contract. In your proposal, if this is an issue, please clarify the cost implications for a 3-year lease versus a 5-year lease.

32.) Where are the funds coming from to support the center? Is this center to replace the current IL provider contracts, with new Block grant funds, or other?

31.) Have any foundations or corporations sponsorships or universities been approach for underwriting, funding, etc.?

The majority of funding to support the Center will come from the county's Independent Living (IL) grant. DHS will draw upon other funding sources, including potentially foundation funding, to cover those youth and expenses not eligible under the IL regulations. (Response to Questions 31 and 32)

30.) Is this a program funded program?

29.) Will funding be program funded or cost reimbursement?

This contract is program funded. Selected Proposers will be reimbursed based on actual expenditures. (Response to Questions 29 and 30)

28.) Any assistance to the agency to become Medicaid eligible for specialized services?

DHS does not foresee the need for the contracted provider to become Medicaid eligible for services offered at the Center. The Center could partner with a Medicaid eligible agency for some services if deemed necessary.

27.) A financial incentive structure is discussed in the proposal. Do you have any idea of what type of financial incentive range?

At this point, we do not have a range in mind. As a new model, DHS will need at least a year to collect baseline data on provider performance and youth outcomes before considering the type of incentive structure that makes sense for performance based contracting.

Evaluation Committee

26.) Can you expand on the review committee and who will be a part of it?

The review committee will be composed of internal DHS readers as well as external readers. They will use a standardized evaluation tool that closely follows the criteria described in the RFP. They will also consider supplemental information such as references and oral presentations [if required].

Engagement

25.) What are the expectations with approach regarding engagement? Without engagement, zero will be accomplished.

DHS agrees that youth engagement is critical to the success of the Center. In fact, increasing youth engagement is one of the stated objectives for issuing the RFP (p. 9). It is also discussed as a core element of the Center's program design (p. 11-13). Measuring engagement is also included in the Performance Measures section (p. 17).

Eligibility

24.) If an agency is awarded one RFP is it assumed there is no capacity for another?

No. An agency may apply and be awarded contracts through multiple RFP processes.

Data Reporting and Performance Measures

23.) “Successful transition” to adulthood is a broad expectation. How will the County define the outcomes associated with successful transition?

The RFP within the section “Performance Measures” (pp 16-18) lists the youth outcomes we plan to track.

22.) Is HMIS required?

The funding currently identified for the Center does not require use of HMIS (Homeless Management Information System). If in the future the Center receives funding from HUD, HAP, PATH, HOPWA or another homeless funding source that requires HMIS then those clients served would have to be entered into the county’s HMIS system. For example, grantees of the federal Administration for Children and Families' (ACF) Basic Center Program (BCP)for runaway and homeless youth are required to use HMIS.

21.) Will there be collaboration with DARE? Can we get that data?

Yes. The DHS office of Data Analysis, Research and Evaluation (DARE) has been involved in the design of the Center and will continue to collaborate with the program office (Independent Living Initiative) that will oversee the Center contract. Together they will work with the selected provider to collect and analyze client, performance and outcome data.

Budget

20.) Is there a range for the facility development budget?

19.) Is there a ceiling for capital physical plan improvement costs?

We have not defined a range for the facility development budget. We are looking for a space that best meets the needs of the program while providing the best value. (Response to questions 20 and 19)

18.) Is there a template for the facility development budget?

No. You can use any budget format for the facility development budget as long as it clearly identifies your costs and includes a narrative to explain the costs.

17.)In the budget template, there is a tab labeled “Direct Admin.” Is that for actual operational costs?

Yes, actual operational costs should be reflected in the direct admin worksheet.

February 17, 2015

16.) Can DHS expand on the role of the Educational Liaison to include job duties and responsibilities? Who refers an Educational Liaison for a youth? Has there been consideration to physically house them in the One-Stop Youth Center?

CYF caseworkers will continue to refer Chafee eligible youth to Education Liaisons. Educational Liaisons work with youth beginning at age 16, with high school retention. They also assist youth in identifying post-secondary options, completing college applications, filing financial aid forms, and securing waivers for SATs.

The Educational Liaisons will be expected to maintain a presence and engage with youth at the Center, but will remain part of the DHS Executive Office staff.

15.) Do you need to register for the scheduled Bidder Conference?

No, you do not need to register for the Bidder Conference, but you can register here:
<https://www.surveymonkey.com/s/dhsbiddersconference>

14.) Can you categorize the demographics of the anticipated 1,500 youth in the RFP for the first year? (16-18)(18-24)

We can only estimate, because the Center will serve more youth than currently served in the Independent Living program. Based upon current data, we anticipate that initially 50% of the youth will fall into each of these two age ranges (16-18) (19-24) but overtime and with successful engagement, we expect the percentage of older youth will increase to over 50%.

13.) Are you anticipating JPO referrals?

We will continue to serve dual adjudicated youth (Dependent/Delinquent) who are referred by their CYF caseworker. We do not anticipate JPO referrals at this time.

12.) Can you expand on DHS vision for restorative justice?

DHS expects proposers to have a strategy for dealing with crisis management in the Center. This should include training staff in proven interventions to decrease conflicts between youth and maintain a safe and welcoming environment. Restorative Justice was mentioned as an example of one such approach. It is incumbent upon the proposer to provide information on the intervention they would select and why.

11.) How many current IL workers are under contract with DHS?

DHS currently has 20-25 IL workers and 6 supervisors distributed among 5 contracted providers and internal staff.

10.) Can you respond on DHS vision for integration of services with SWAN?

The Independent Living program is working with CYF and SWAN to develop a more seamless referral process to ensure that every youth that desires SWAN services receives them. As a clearinghouse for information and services, the Center can provide a venue for educating youth about SWAN services and as a meeting space.

9.) Is profit allowed?

Yes.

8.) Is there space available in current DHS facilities to accommodate this program or do you prefer a stand-alone facility?

DHS has not identified space within an existing DHS facility.

February 9, 2015

7.) How does DHS see themselves in the referral/intake process for OCYF youth? Will there be a point person(s) who will be able to access the KIDS system and make the referrals? What is the interface vision from DHS?

The referral process for eligible IL youth is driven by the child welfare case worker. There is no anticipated change in the current referral and assignment process. DHS will have a point person that assigns referrals within KIDS so the proposed Center can enter documentation and data for each client within KIDS. For other youth (non-IL), DHS intends to build the capacity for the Center to open cases within KIDS to initiate services and data collection.

6.) Are there any restrictions for youth/adults which would prohibit them from participation in the Center? (i.e. certain convictions)

DHS does not anticipate restricting access to services due to past history such as criminal convictions. It is incumbent upon the successful proposer to develop protocols and procedures to assure the safety of participants and program staff.

5.) The proposal specifics the use of: Therapeutic Crisis Intervention and Sanctuary Model. Would we be penalized for using Safe Crisis Management and Risking Connections (trauma informed care)? Or do you want TCI and the Sanctuary Model?

Therapeutic Crisis Intervention and Sanctuary Model were provided purely as examples. Comparable modalities and interventions are welcomed.

4.) The RFP states that the center would need to be open 7 days a week, with both afternoon and evening hours. Could you clarify if 7 days a week means 24 hours a day? And, are you also considering the possibility of emergency beds (shelter) for this RFP?

At this time DHS does not foresee the need for 24 hours a day services. However, non-traditional hours that meet the needs of the service population are required. Since this is a new program, DHS will work with the Successful Proposer to continue to evaluate the needs of the service population and how to best respond.

At this time, DHS does not envision the provision of emergency beds within the Center but expects the Center to provide linkages to existing shelter services.

3.) Are caseworkers going to continue to be the facilitators for the Teaming and Conferencing meetings? I was told that there are also (3) providers that are also being utilized to facilitate these meetings as well as Family and Community Teaming (FACT) meetings.

In general, CYF caseworkers will continue to facilitate the Conferencing and Teaming process. Center staff will be expected to participate as a team member in all plans and meetings for any youth involved in CYF.

2.) My organization has been approached by multiple agencies to partner on their proposal. My organization is not intending to apply as a lead applicant but can we agree to partner on more than one proposal?

Yes.

February 2, 2015

1.) Please note that the solicitation timeline has been modified. The timeline below reflects those changes and is included in the most recent version of the RFP posted on the DHS solicitation webpage.

BIDDERS CONFERENCE	March 2, 2015- 2PM at 1 Smithfield Street, Pittsburgh, PA 15222, Liberty Conference Room
PROPOSALS DUE	April 13, 2015
ESTIMATED AWARD DECISION / NOTIFICATION	July 2015
ESTIMATED START DATE	September 2015

