

FY25-26 ESG – RUSH Public Services Application and Attachments
Directions for Living – Largo Center

A. Contact Information

Completed by fkavanagh@directionsforliving.org on 2/21/2025
1:26 PM

Case Id: 18723

Name: Directions for Living - RUSH

Address: 8823 - 115th Avenue North, Largo, FL 33773

A. Contact Information

Pinellas County Planning Department Community Development Division 2025-2026 Public Service/Operations Grant Application

Please provide the following information.

A.1. Name of Agency/Organization

Directions for Mental Health, Inc. dba Directions for Living

A.2. Legal Agency Address

1437 South Belcher Road Clearwater, FL 33764

A. 3. Mailing (If Different) Address

A.4. Federal ID Number:

59-2092715

A. Unique Entity Identifier

U6V8RKNFQBP4

AUTHORIZATIONS/CONTACT INFORMATION

A.6. Contact Person #1 / Title

Quinn Cohen / Grant Writer

A.7. Telephone Number

(727) 524-4464

A.8. Fax Number

(727) 524-4474

A.9. Email

qcohen@directionsforliving.org

A.10. Contact Person #2 / Title

Doug Brunn / Vice President of Strategic Initiatives

A.11. Telephone Number

(727) 524-4464

A.12. Fax Number

(727) 524-4474

A.13. Email

dbrunn@directionsforliving.org

A.14. Name/Title of Official Representative

April Lott, President & CEO

A.15. Email

alott@directionsforliving.org

A.16. Telephone Number

(727) 524-4464

B. Project Summary

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Address: 8823 - 115th Avenue North, Largo, FL 33773

B. Project Summary

Please provide the following information.

B.1. Amount of funding requested from county

\$473,911.00

B.2. Please provide a detailed description of the services to be provided and the operating expenses to be reimbursed with funding requested from the County.

Directions for Living (DFL) is respectfully requesting \$437,911 to provide shelter operations, homelessness prevention, and rapid rehousing services to address disaster-created homelessness in Pinellas County. These services will assist individuals and families experiencing homelessness or at risk of homelessness who have been residing in the declared disaster area during Hurricanes Helene and Milton. Funding will address the needs that are not otherwise served or fully met by existing federal disaster relief programs. In September and October of 2024, Hurricanes Helene and Milton caused widespread devastation across Pinellas County. These powerful storms brought intense winds and unprecedented flooding, resulting in severe damage and, in many cases, total losses of housing and commercial businesses. According to the Director of Pinellas County Emergency Management, 23,000 parcels of land had major damage, and more than 800 homes and businesses were destroyed. Coastal communities such as Indian Rocks Beach, Madeira Beach, Reddington Beach, North Reddington Beach, St. Pete Beach, Belleair Beach, Gulfport, and Treasure Island suffered the greatest impacts. Many individuals and families who have never experienced homelessness or sought assistance before are now navigating housing instability for the first time. This population faces compounding challenges, including unfamiliarity with available resources, delayed or expired disaster relief assistance, unemployment, and the prospect of having to make mortgage payments toward residences that were destroyed. Moreover, children, adults and families now face the psychological trauma of losing homes, belongings, and livelihoods. DFL will provide swift access to critically needed, trauma-informed mental health services. By addressing both housing and mental health needs, we ensure long-term stability for families and reduce the likelihood of recurring housing crises. DFL's Street Outreach teams have already been assisting families in Gulfport and Treasure Island who are experiencing homelessness for the first time. This funding will enable us to expand these efforts and provide more targeted support to meet the growing demand. With this proposal, DFL will: 1) provide 12 households with non-congregate emergency shelter through hotel/motel stays, 2) prevent 10 households from experiencing homelessness through rental and utility arrears assistance, and 3) rapidly rehouse 9 families by covering move-in costs and stabilizing their housing situations. Additionally, we will hire 2.0 FTE Housing Stability Case Managers to provide individualized support for clients, including assessing needs, connecting them to resources, and helping them navigate their housing crises. If awarded, this funding will directly prevent or resolve homelessness for 31 households affected by Hurricanes Helene and Milton. Specifically, DFL is requesting \$222,519.00 for staffing and operational costs, \$104,000 for non-congregate shelter assistance, \$50,000 for homelessness prevention, \$50,000 for rapid rehousing, and a 10% administrative rate totaling \$47,391.10. DFL will also hire one FTE Housing Stability Case Manager to serve the increased capacity of the program. This position will support individuals and families by assessing their immediate housing needs and assisting them with identifying suitable emergency shelter, including non-congregate emergency shelter in hotel. DFL will provide homeless prevention and diversion services to assist residents in remaining safely housed. In the wake of the hurricanes, there is an increased

need for short-term and medium-term rental assistance. To address this, DFL will provide homeless prevention services, including assistance with rent and utility arrears, to individuals and families at imminent risk of homelessness. Clients will be linked with a Housing Stability Case Manager who will assess their needs, connect them to additional resources, and work with them to stabilize their housing crisis. DFL will provide the direct financial assistance described above and hire one .5 FTE Housing Stability Case Manager. Directions for Living will provide Rapid Rehousing services to individuals and families who are living in a hotel, doubled up, staying in emergency shelters, or are street homeless. We will provide financial assistance associated with move-in costs, including security deposits, utility deposits, and rent for the first and last months. DFL will also link clients to one .5 FTE Housing Stability Case Manager to rehouse and support individuals and families who have been displaced or at risk of homelessness. DFL team members will work closely with these clients to stabilize their housing situation or rehouse them in an effort to prevent homelessness. Housing First team members connect families to critical support services such as the SOAR program, the Pinellas County Health Plan, the Adult Emergency Financial Assistance Program, the Family Services Initiative, and other local providers offering job/skills training, furniture assistance, childcare, and more. By addressing the full spectrum of family needs, DFL ensures long-term stability and helps prevent recurring housing crises, rather than focusing solely on immediate needs. To support the data and information needs of the proposed services, DFL is also requesting funding for a .33 FTE Data Analyst Homeless Management Information System (HMIS) position. This dedicated position is a super-user of HMIS and is able to pull reports to conduct internal progress checks at any point in the project, conduct audits to ensure data accuracy and timeliness, and ensure compliance. If awarded, this funding will prevent or end a homeless crisis for 31 Pinellas County households who have been residing in the declared disaster area during Hurricanes Helene and Milton and have needs that are not otherwise served or fully met by existing federal disaster relief programs.

B.3. Type of Facility: (Check all that apply)

- ☐ Transitional Housing
- ☐ Special Purpose Facility
- ☐ Emergency Housing
- ☒ Community Facility
- ☐ Not Tied to a Facility

If Other:

B.4. Type of project: (Check all that apply)

- ☒ Services for the Homeless
- ☒ Services for Low/Mod Income Persons
- ☐ Services for Special Needs
- ☐ Emergency Shelter Operation
- ☒ Homelessness Prevention

If Other:

C. Agency Information

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C. Agency Information

Please provide the following information.

C.1. Type of Agency

Private Non-Profit (501(c)3)

C.2. How many years' experience does your agency have with the delivery of the proposed project, or other projects that are similar in scope?

20 years

C.3. Describe your agency's experience and capacity in carrying out the proposed services successfully meeting goals and objectives, e.g. has previous experience with similar services.

For 37 years, Directions for Living (DFL) has been a trusted provider of homeless and homeless prevention services, demonstrating a long-standing commitment to addressing housing instability in our community. DFL provides an array of services that make up a mini continuum of care including: 1) homeless intensive case management and care coordination, 2) prevention and diversion, 3) rapid rehousing, 4) homeless street outreach, and 5) housing-focused outreach to individuals and families. DFL has successfully implemented a variety of programs that provide emergency shelter, homeless prevention, and rapid rehousing, to support and stabilize individuals and families, ensuring they remain housed and avoid entering the cycle of homelessness. Our team members are highly skilled in assessing risk factors, connecting individuals and families with critical resources, and providing individualized housing support plans that address both immediate housing concerns and long-term stability. Additionally, DFL has a proven track record of meeting and exceeding program goals and objectives. Employing data-driven strategies, ongoing performance evaluation, and strong community partnerships, we continuously refine our approach to maximize impact. DFL's longstanding relationships with local service providers, schools, and municipalities further enhance our ability to coordinate comprehensive support for children at risk of homelessness. In Fiscal Year 2023 alone, DFL served 5,630 individuals under the Housing First Division. DFL's Prevention and Diversion services prevented 142 children and their families across 42 households from being evicted. DFL's Family Works program served 772 children and their families. For nearly a decade, on a limited basis, using ESG and CDBG funding, DFL has provided prevention and diversion services, which can include short-term and medium-term rental assistance (i.e., security deposits, rent arrears, and rent or rent subsidies) and financial assistance (i.e., utility deposits and utility arrears) for individuals and families with minor children who are at-risk of homelessness but currently sheltered. However, at the onset of the COVID-19 pandemic, DFL began providing targeted prevention in a handful of identified zip codes where COVID-19 positivity was high, and the rate of evictions were higher than other parts of the community. With decades of experience in providing non-congregate emergency shelter, homeless prevention, and rapid rehousing, and a proven track record of programmatic success, we are well-equipped to deliver the proposed services effectively.

C.4. Describe your agency's financial capacity. Please describe the fiscal management, disbursement methods, financial reporting, record keeping and accounting procedures.

Directions for Living (DFL) maintains a robust Finance and Revenue Cycle Management Department, ensuring financial

accountability and operational efficiency that includes a Vice President of Finance, a Senior Director of Finance, a Senior Director of Revenue Cycle Management, a billing team, grant accountants, and a Controller. DFL conducts an annual review of policies and procedures to determine effectiveness and the need for revisions. In compliance with regulatory authorities, it is DFL's policy to prepare and submit financial statements to the Board of Directors. The President & CEO is responsible for providing to the Finance Committee financial statements generally one month in arrears that include: 1) monthly profit or loss, 2) income statement, 3) cash position, 4) comparative actual income and expenses to budget, and 5) comparative financial information to last fiscal year. DFL maintains a chart of accounts with appropriate descriptions to indicate the type of general ledger accounts: 1) Asset, 2) Liability, 3) Net Asset, and 4) Revenue or Expense Asset. While liability and net asset activities are primarily tracked at the organizational level, revenues and expenses are monitored at the program, services, fund source, and location levels. This structured financial framework enables the production of accurate financial statements and ensures that leadership has access to detailed financial insights necessary for effective decision-making. In addition, DFL undergoes an annual audit by an independent reviewer, subject to applicable federal and programmatic regulations. DFL engages an independent certified public accounting firm to conduct an audit of the organization's financial records and internal control procedures on a minimum of an annual, or as-needed, basis. The certified public accounting firm is well-versed in all state and local funder audit requirements, has experience not-for-profit organizations of similar size and scope, and will ensure that the organization's financial records remain in compliance. Through financial integrity, strategic oversight, and strong accountability measures, DFL remains well-positioned to deliver high-quality services while maintaining fiscal responsibility.

C.5. Does agency meet threshold (\$750,000) for a single audit?

Please note: The effective date for the Single Audit threshold increases from \$750,000 to \$1,000,000 is for audits with fiscal years beginning on or after October 1, 2024.

Yes

C.6. If no, provide last fiscal year's annual Federal grant expenditure amount

\$0.00

C.7. State grant expenditure amount

\$0.00

C.8. Please download the [Internal Control Questionnaire](#), complete, and upload.

☒ **Internal Control Questionnaire *Required**

Internal Control Checklist 2025.pdf

C.9

	Full-Time	Part-Time
Number of persons employed by agency	300	0
Number of employees that will work on this project	2.3	0

C.10 Does agency utilize electronic signatures?

Yes

If yes, please note electronic signatures are required for person executing agreements as well as for each of the two witnesses. NOTE: Pinellas County has adopted electronic signatures to execute contracts and agreements, and encourages agencies to sign electronically, if able.

D. Project Beneficiaries

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D. Project Beneficiaries

Please provide the following information.

D.1. Will the project principally benefit persons who fall into one or more of the following categories?

Yes

If yes, check each that applies and indicate how you will document that the persons served fall into one of the categories. If no, go on to question 2.

- ☒ Homeless
- ☐ Severely Disabled
- ☐ Battered Spouses
- ☐ Elderly
- ☐ Persons Living with AIDS
- ☐ Abused Children
- ☐ Illiterate Persons
- ☐ Battered Spouses

D.2. Does the majority of the clientele served reside in a low and moderate income targeted area i.e., Dansville, Greater Ridgecrest, High Point, Central or East Lealman, Tarpon Springs?

Yes

If yes, name the areas

Directions for Living (DFL) serves all of Pinellas County, including low- and moderate-income targeted areas. While it is impossible to preemptively determine whether the specific families to be served will reside in these areas, the majority of DFL's clients are at or below the Federal Poverty Line, which increases the chances that they will reside in a low- and moderate-income area.

D.3. Describe how the agency will collect documentation that at least 51% of the beneficiaries are low and/or moderate-income persons or households. [Income Limit Chart see attached](#)

Performance reports will be completed and submitted in accordance with contract guidelines. Directions for Living (DFL) utilizes its Electronic Health Record (EHR) system, Avatar, to track and manage report data efficiently. Avatar enables the collection of demographic and income data while offering customizable forms and reports tailored to the needs of both team members and the organization. This allows DFL to accurately capture income data for participants. To ensure accurate and timely reporting, DFL's dedicated Management Information Systems team

extracts and analyzes data from Avatar, supporting the preparation of required performance reports. Additionally, relevant data will be tracked within the Pinellas Homeless Management Information System (HMIS) as applicable. Data can also be accessed at any time throughout the project, allowing for internal progress evaluations and ongoing performance monitoring.

D.4. Describe how the agency will collect documentation of race, ethnicity and income information for required beneficiary demographic reporting:

Demographic and income data for reports will be tracked through Directions for Living’s (DFL) Electronic Health Record (EHR) system, Avatar. This system enables efficient data collection while offering customizable forms and reports tailored to the needs of both team members and the organization. Additionally, relevant data, including race, ethnicity, and income, will be recorded in the Pinellas Homeless Management Information System (HMIS), as applicable. To support ongoing performance monitoring, DFL’s dedicated Management Information Systems team can extract data from Avatar at any time throughout the project, allowing for real-time internal progress checks and informed decision-making.

D.5. Number of persons expected to directly benefit from the proposed services

Expected People Served	90

Please see sample [Quarterly Performance Report](#) for required beneficiary demographic information.

E. Facility & Service

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E. Facility & Service

Please provide the following information.

E.1. Name of facility where funds will be used:

Directions for Living Largo Center

E.2. Address

8823 - 115th Avenue North Largo, FL 33773

E.3. Year Built:

1988

E.4. Is configuration zero bedroom?

E.5. Do you have children under 6?

E.6. Number of beds available to person at this facility (if applicable):

NA

E. 7. a Number of Household to benefit from the Grant: (be sure not to double count with Person and Household).

31

E. 7. b Number of persons to benefit from the Grant: (be sure not to double count with Person and Household).

NA

E.8. If you are requesting funds for services, will your project: (Check all that apply)

☐

Establish new service

☒

Expand services?

☒

Continue existing services?

F. Operating Systems

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E. Operating Systems

Please provide the following information.

F.1. Is your request for salaries?

Yes

If Yes, please list the positions. Attach job descriptions for these positions and resumes for the individuals who hold these positions in Documents section below

Position
Housing Stability Case Manager
Housing Stability Case Manager
HMIS Data Analyst

F.2. Is this request for a new or expanded service?

Yes

If Yes, please provide details of where future operational funds will be obtained for continuation of the service, should the County not be able to support the service in future years.

Directions for Living (DFL) has successfully provided this programming for approximately 37 years. The programming is well-established and supported by a variety of funding sources. However, as the community need continues to grow, DFL remains committed to identifying and securing new revenue streams to sustain and expand these critical services. DFL actively pursues additional funding opportunities, and if the County funding is not available in the future, our dedicated Development Team will leverage its expertise to secure alternative funding sources.

F.3. Please list any professional certifications held by your organization.

All Directions for Living (DFL) programs are nationally accredited. DFL first received accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) in 1997. In 2025, CARF International granted a 3-year accreditation for DFL's programs, for the tenth consecutive cycle, which represents the highest level of accreditation that can be awarded to an organization and demonstrates DFL's admirable adherence to the CARF standards. Additionally, a recommendation in the accreditation report identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. DFL received no recommendations from this survey. This accomplishment is only achieved on approximately 3 percent of CARF surveys. At an organizational level, DFL maintains licensure in accordance with Chapter 397, Florida Statutes to provide substance abuse services for general intervention and outpatient treatment for children and adults. DFL also maintains licensed status as a Child Placing Agency with the Department of Children and Families. At an individual level, many DFL team members are Licensed Clinical Social Workers, Certified Addiction Professionals, Licensed Mental Health Counselors, Licensed Psychologists, Certified Child Protection Professionals, Certified Targeted Mental Health Case Managers, Certified High Fidelity Wrap Facilitators, Advanced Psychiatric Registered Nurse, and/or Certified Recovery Peer Specialists. DFL employs a dedicated Credentialing Specialist who ensures that all new hires

and existing staff have met the statutory requirements within the State of Florida to practice in their respective fields.

F.4. Please provide the number of years' experience and position of the longest tenured member of the organization.

Psychiatrist, 30 years

F.5. Is your project located in St. Petersburg, Clearwater, Largo, or Pinellas Park?

No

Documentation

 **Attach job descriptions for positions and resumes for the individuals who hold these positions.**

Housing Stability Case Manager Updated.doc

Data Analyst JD Updated.docx

Ryan Shay.pdf

G. Funding Request

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G. Funding Request

Identify in the table below the total costs of operating and providing essential services for the program. Utilize the drop down budget categories to describe the use of grant funds. Add items as necessary. Include a budget and show other sources of funding for these activities.

G.1. Funding Request Table

Project Costs	Amount Required for Entire Project	Pinellas County Grant Funds Requested	Total Amount of other funds	Source of Other Funds (Include Amount for each source)	Funding Source
Program Delivery Salaries	\$154,140.00	\$154,140.00	\$0.00	\$0.00	
Fringe Benefits	\$45,394.23	\$45,394.23	\$0.00	\$0.00	
Travel	\$11,782.47	\$11,782.47	\$0.00	\$0.00	
Other	\$104,000.00	\$104,000.00	\$0.00	\$0.00	
Other	\$50,000.00	\$50,000.00	\$0.00	\$0.00	
Other	\$50,000.00	\$50,000.00	\$0.00	\$0.00	
Administrative Costs	\$47,391.10	\$47,391.10	\$0.00	\$0.00	
Operating Expenses – Supplies	\$11,203.20	\$11,203.20	\$0.00	\$0.00	
	\$473,911.00	\$473,911.00	\$0.00	\$0.00	

G.2. Please provide a detailed budget identifying specific costs within each budget category and specify which items will be requested for reimbursement with CDBG funding and specify the expenses to be reimbursed using other funding sources.



Detailed Budget By Budget Category ***Required**

Copy of 2025 BUDGET Pinellas County (ESG-RUSH) \$473911 (FINAL).xlsx

H. Fair Housing/Civil Rights

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1:29 PM

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H. Fair Housing/Civil Rights

Please provide the following information.

H.1. Please briefly describe your organization's efforts to affirmatively further fair housing, including, but not limited to staffing training, policies and procedures, client intake procedures, etc.

As a long-standing provider of homeless services and prevention, Directions for Living (DFL) is deeply committed to affirmatively furthering fair housing through equitable policies, comprehensive training of our team members, and client-centered intake procedures. All DFL Housing First programs are operate on a Housing First model, prioritizing rapid access to safe and stable housing without preconditions. This ensures that individuals and families experiencing or at risk of homelessness— including those displaced by disasters such as Hurricanes Helene and Milton— receive the support they need to secure and maintain permanent housing without unnecessary barriers to fair housing. In response to disaster-created homelessness, our agency has adapted services to meet the urgent and unique needs of individuals and families who may be unfamiliar with housing resources and are navigating the trauma of sudden displacement. Team members are extensively trained in Adverse Childhood Experiences (ACEs), trauma-focused care, and disaster recovery, equipping them to address the complex needs of clients facing housing instability compounded by catastrophic events. Additionally, all team members receive ongoing training on fair housing laws, non-discrimination policies, and cultural competency, ensuring equitable and unbiased delivery of services during this critical time. DFL has clear policies and procedures in place to uphold Fair Housing Act protections, guaranteeing that all clients — including those in any protected class or marginalized background — have equal access to housing opportunities. Intake processes are designed to be barrier-free and inclusive, eliminating discriminatory screening practices while prioritizing individual needs. We actively work to identify disparities in housing access, advocate for fair housing rights, and collaborate with landlords and community partners to secure stable housing for disaster victims. By integrating fair housing principles into every aspect of our Housing First division operations, including our response to disaster-created homelessness, we continue to advance housing equity, prevent homelessness, and promote long-term stability for all individuals and families we serve.

H.2. Please discuss any fair housing violations or civil rights violations for which your agency has been cited, if applicable.

Directions for Living (DFL) has not received any fair housing or civil rights violations.

I. Accommodations

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I. Accommodations

Please provide the following information.

I.1. Please briefly describe accommodations made for people with disabilities or language barriers that will allow such individuals to access your services. (Please include a statement as to whether or not the building where your services are offered is accessible to people with disabilities and, if not, how you will accommodate such individuals.)

At Directions for Living (DFL), enhancing cultural competency is a top priority. As the first agency in Pinellas County to participate in Cultural and Linguistic Competency Training nearly seven years ago, DFL remains at the forefront of fostering equitable and inclusive service delivery. DFL integrates cultural competency into its organizational infrastructure and service strategies by: 1) recruiting and retaining diverse, highly qualified team members that reflect the communities we serve, 2) providing comprehensive cultural competency training, including E-learning, ADA compliance education, and participation in Equity Pinellas initiatives, 3) ensuring financial accessibility through charity care and sliding scale fees, so no client is denied services due to an inability to pay, 4) offering language interpretation and translation services to meet the needs of non-English-speaking and deaf or hard-of-hearing clients, 5) providing multilingual resource materials, including intake forms and brochures, to ensure meaningful access for clients with Limited English Proficiency (LEP), and 6) promoting child- and family-driven services that respect cultural backgrounds and individual needs. To further foster an inclusive and accessible environment and maintain ADA compliance, DFL has wheelchair-accessible ramps, parking spaces, and restrooms to accommodate individuals with mobility challenges. Additionally, we employ multilingual team members, display English and Spanish signage throughout our facilities, and offer extended service hours to meet the diverse needs of our clients and their families. DFL employs a Total Quality Management (TQM) communication structure to identify, assess, and implement necessary policy changes, process improvements, and solutions to agency-wide challenges. TQM consists of multiple committees, including the Provider of Choice and Employer of Choice committees, which focus on continuous quality improvement in service delivery and team member recruitment and retention. As part of our commitment to client-centered care, DFL has also established a Client Advisory Board (CAB), comprised of clients and their family members. This board plays a crucial role in identifying opportunities for improvement from the client's perspective. Any barriers or concerns raised by team members or clients can be brought to the appropriate committee within the TQM structure, ensuring proactive problem-solving and meaningful organizational change. This project will fully comply with the ADA Accessibility Guidelines and will not impact current accessibility standards for clients, their families, team members, or community stakeholders. Reasonable accommodations will be made as needed to ensure all individuals—regardless of language, ability, or financial status—can access the care and support they need. By prioritizing cultural competency, accessibility, and equity, DFL continues its commitment to delivering inclusive, high-quality services that meet the needs of our diverse community.

J. Performance Measurement

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J. Performance Measurement

Please provide the following information.

J.1. Please write an outcome statement that summarizes the expected results if the project or activity proposed by the application is funded. The required format example can be found at this hyper link [Example Document](#) .

Hurricanes Helene and Milton caused widespread devastation, leaving thousands of homes, apartments, and affordable housing units flooded, severely damaged from high winds, or completely destroyed. Many disaster victims, including seniors and families, faced total losses, including their homes, belongings, food, and other basic necessities, along with disruptions to employment and education. These households are not the traditionally homeless population but victims of a catastrophic natural disaster, now experiencing disaster-created homelessness or at imminent risk of homelessness. By the end of the grant period, Directions for Living will successfully provide emergency shelter services to 12 Pinellas County households, homeless prevention services to 10 households, and rapid rehousing services to 9 households impacted by disaster-created homelessness. This project will serve a total of 31 households affected by the hurricanes who are homeless or at risk of homelessness who have been residing in the declared disaster area during Hurricanes Helene and Milton and have needs that are not otherwise served or fully met by existing federal disaster relief programs.

K. Required Documents

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K. Required Documents

Please provide the following information.

K.1. **Note:** All recipients of funding through the Pinellas County Planning Department are required to register with the System for Award Management. The System for Award Management (SAM) is combining federal procurement systems and the catalog of Federal Domestic Assistance into one new system. The first phase of SAM includes the functionality from the following systems: Central Contractor Registry (CCR); Federal Agency Registration (Fedreg); Online Representations and Certifications Applications; and Excluded Parties List System (EPLS).

At the time of award and as a condition of award acceptance, you will be required to complete a Federal Funding Accountability and Transparency Act (FFATA) form. See <https://www.fsr.gov> for additional information.

At the time of award and as a condition of award acceptance, you will be required to provide the following written policies and procedures in accordance with 2 C.F.R. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards and 24 C.F.R. 5.106:

- Conflict of Interest Policy (2 C.F.R. 200.112 and 2 C.F.R. 200.318(c))
- Cost Allowability Procedures for determining the allowability of costs (2 C.F.R. 200.302(b) (7) and 2 C.F.R. 200.403)
- Cash Management/Payment Timing Procedures (2 C.F.R. 200.305)
- Procurement/Purchasing Policy (2 C.F.R. 200.318(a), 2 C.F.R. 200.319(c) (d), 2 C.F.R. 200.320, 2 C.F.R. 200.323(a), and 2 C.F.R. 200.325)
- Compensation, Fringe Benefits and Travel Costs (2 C.F.R. 200.430, 2 C.F.R. 200.431, and 2 C.F.R. 200.474)
- If applicable, Gender Identity Equal Access Operating Policy and Procedures (24 C.F.R. 5.106) If AGENCY is a manager or owner of temporary or emergency shelters or other buildings and facilities

Documentation

☒ **Name, address and phone number of each Officer/Director/Board Member on agency letterhead. If agency serves the homeless, HUD requires that the agency provide for the participation of homeless individuals on its policymaking entity (i.e. Board) *Required**
2024 BOD list (1).pdf

☒ **Job Descriptions / Resume**
Housing Stability Case Manager Updated.doc
Data Analyst JD Updated.docx



Agency's Annual Report *Required

Annual Report FY24.pdf



Current Financial Statement with budget to actual comparisons. *Required

Directions for Living Financial Statements 2023 - Secured (3).pdf



Documentation of internal rules and regulations for clients as condition for housing or services *Required

DFL_Compass-to-Care (1).pdf



Documentation of staff members authorized to accept and execute grant agreements *Required

Documentation of staff members authorized to accept and execute grant agreements (2).pdf



Agency's most recent audit & management letter. If no audit has been done, IRS 990 form & attachments.

***Required**

Directions for Living Financial Statements 2023 - Secured (3).pdf



Official 501 (c)(3) Letter from the IRS *Required

DFL 501(c)(3).pdf



Official Article of Incorporation signed and dated *Required

DFL_Articles of Incorporation (1).pdf



Resolution or Minutes passed by the Board of Directors authorizing application *Required

Board Resolution Authorizing Submittal of Funding (1).pdf

L. Submit

*Completed by fkavanagh@directionsforliving.org on 2/21/2025
1:31 PM*

Case Id: 18723

Name: Directions for Living - RUSH

Address: 8823 - 115th Avenue North, Largo, FL 33773

L. Submit

CERTIFICATION: I hereby certify that the information contained in this application is accurate and that I am authorized to submit the application on behalf of my organization.

SIGNATURE OF OFFICIAL REPRESENTATIVE

April Lott, LCSW

Electronically signed by fkavanagh@directionsforliving.org on 2/21/2025 1:31 PM

C. Agency Information – Internal Control Questionnaire

**C.8. Please download the Internal Control Questionnaire, complete, and upload.
Internal Control Questionnaire *Required**

- **Internal Control Checklist 2025**

Internal Control Questionnaire (to be completed by agency personnel):

If explanation is needed, please use the box at the end of the checklist and reference the question #

Directions for Living

Name of Organization:

Number of employees:

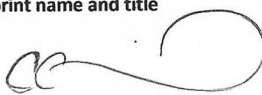
300

Yes	No	N/A	Question:
X			1 Does the entity have written policies and procedures for financial transactions, such as accounts payable, accounts receivable, and preparation and approval of journal entries?
X			2 Does the entity operate under an accrual method of accounting?
		X	3 If the entity uses cash basis accounting, is a knowledgeable individual assigned the responsibility to supervise the conversion from budget (cash) basis to GAAP basis of accounting?
X			4 Does the entity provide for segregation of duties for those initiating financial transactions, those approving them and those issuing payment?
X			5 Is the accounting function completely separated from the procurement (purchasing) and receiving?
		X	6 For small recipients, is the financial system designed, at the minimum, so that no one person has access to all financial operations, procedures, and records?
			7 Are sources and application of Federal and non-Federal funds identified in the accounting system:
X			a. Disbursements?
X			b. Funds received (including program income)?
X			c. Assets (including depreciation or use allowances)?
			8 Please describe how the accounting system segregates expenditures by funding source. (attach a separate sheet if needed): Directions for living maintains a sophisticated chart of accounts with appropriate descriptions to indicate type of general ledger accounts: Asset, Liability, Net Asset, Revenue or Expense. Asset, liability, and net asset activities are tracked primarily at the organizational level. (Root Account Assets- 1000s, Liabilities- 2000s, Equities- 3000s, Revenues - 4000s, Expenses. 5000s.)
		X	9 If a receiving department is not used, do adequate procedures exist to ensure that goods for which payment is to be made have been verified and inspected by someone other than the individual approving payment?
			10 Are the following duties generally performed by different people:
X			a. Requisitioning, purchasing, and receiving functions and the invoice processing, accounts payable, and general ledger functions?
X			b. Purchasing, requisitioning and receiving?
X			c. Invoice processing and making entries to the general ledger?
X			d. Preparation of cash disbursements, approval of them, and making entries to the general ledger?
X			11 Has the entity documented the roles and responsibilities of each person in the organization?
X			12 Is the individual responsible for approval or check-signing furnished with invoices and supporting data to be reviewed prior to approval or check-signing?
			13 Are monthly reconciliations performed on the following:
X			a. All petty cash accounts?
X			b. All bank accounts?
X			c. All investment accounts?
X			d. All subsidiary accounts to the general ledger accounts?
X			14 Are these reconciliations reviewed and approved by a knowledgeable staff member separate from the person performing them?
X			15 Are policies and procedures established concerning year-end cut-off of accounting transactions?
X			16 Are periodic (monthly, quarterly) reports on the status of actual to budget performance prepared and reviewed by top management in order to properly manage contracts and grants?
X			17 Does the entity have a financial statement audit performed by external auditors annually?
X			18 Does the entity have a single audit, if required, performed annually?
X			19 Does the entity have an audit committee?

Yes	No	N/A	Question:
X			20 Does the entity have a written conflict of interest policy?
X			21 Does the written conflict of interest policy address those engaged in the selection, award and administration of contracts?
X			22 Does the entity have a written records retention policy?
X			23 Does the entity have written procurement policies and procedures?
X			24 Does the entity have written procedures for determining the eligibility of costs in accordance with Uniform Guidance?
X			25 Does the entity have a written policy on Program Income and how to account for it?
X			26 Does the entity have insurance coverage for real property and equipment acquired or improved with federal funds if required by that federal grant?
X			27 Does the entity have an Equipment management policy, including disposition, if acquired in whole or part with federal funds?
X			28 Does the agency maintain perpetual inventory records and are all inventory items put on the perpetual inventory system?
X			29 Does the entity perform physical inventory counts at least annually?
			30 What accounting software is used by the entity? (please list here): Great Plains
X			31 Is the entity able to track employees' time (hours worked) directly to a grant program or funding source ?
			a. If yes, how is it tracked? (i.e. Via electronic timecards, separately tracked on spreadsheet, etc): Electronic Timecards, with allocation uploaded into accounting software
			Does the time record include daily hourly entries encompassing 100% of compensated activities? Please provide an example employee's time record to show how direct labor is segregated to different funding sources.: Individuals that are hired into positions assigned to specific grant programs are assigned a position control number corresponding to a specific grant funding stream or contract. All hours on timesheets are approved by an employee's supervisor prior to processing payroll. The time spent on a specific grant is further recorded on an attestation form, also signed by a supervisor.
			b. If no, how do you support direct labor charges to grant programs? N/A
Please add any additional information or explanation here (please reference the question above to which this refers):			

Completed by: **Christina Garaway, Vice President of Finance** 02/11/2025

Please print name and title Date



Signature

F. Operating Systems – Documentation – Job Descriptions

Attach job descriptions for positions and resumes for the individuals who hold these positions.

- **Housing Stability Case Manager**
- **HMIS Data Analyst**
- **Ryan Shay - Resume**

JOB DESCRIPTION

POSITION TITLE: Housing Stability Case Manager

POSITION #:

SALARY: Non-Exempt

CLASSIFICATION:

REPORTS TO: Supervisor of Family Works	DEVELOPED	Reviewed/Revised: 5/1/23
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POSITION SUMMARY:

This is a professional position providing Case Management services under the Housing First Division. Case management includes assessing, linking, coordinating, and monitoring services from mental health and social aspects. The team collaborates and develops service plans in partnership with the family and works closely with the individual or family to identify services needed to establish and maintain a stable living and housing environment. Services are provided in-home or in the community. The program works closely with the individual or family to connect with all available resources and offer financial or other assistance as needed or appropriate.

The Housing Stability Case Manager plays an integral role of support, linkage, coaching and guidance for individuals and families who are living homeless or housing unstable and who have been impacted by Hurricanes Helene and Milton, and is responsible for guiding the individual or family in treatment/recovery by providing case management services to increase stability in the home. The Housing Stability Case Manager will ensure that case management services focus on providing case management interventions, providing support for clinical interventions, utilizing natural supports, community supports, and input and resources from other community partners or professional agencies. The Housing Stability Case Manager functions as a member of an Integrated Decision Team (IDT) consisting of the Housing Stability Case Manager, a counselor, and an IDT facilitator. In addition to case management interventions, the Housing Stability Case Manager is responsible for ensuring the individual or family have an individualized treatment plan that is strength based and built collaboratively with each member of the IDT team during the IDT session. The treatment plan, risk level, and case management interventions are developed by the Integrated Decision Team that consists of the individual or family, natural supports, and formal supports that care about and know the individual or family best. Each IDT member, including the individual or family, contributes valuable knowledge, expertise and perspective that informs the treatment plan and clinical response. In addition, the Housing Stability Case Manager is responsible for reporting and discussing at IDT's the individual or families progress/lack of progress, barriers, interventions, safety issues, or any other information important in resolving the safety concerns that bring the individual or family into treatment. The Housing Stability Case Manager ensures services are delivered using standards of trauma informed care principles, and that plans and clinical interventions address issues regarding how trauma impacts family functioning, and that plans and interventions use trauma resolution skills. The Housing Stability Case Manager ensures that services are Culturally & Linguistically Competent and are tailored to the unique culture of the child and family. The Housing Stability Case Manager will ensure that case management services occur in the community at a place convenient and comfortable for the individual or family. **This is a field position. The Housing Stability Case Manager is responsible for ensuring an annual client facing client care number of 1410 hours annually. Achieving the minimum required weekly, monthly and annual client facing client care hours is an essential function of this position.**

Directions for Living is an essential services provider. All Directions for Living employees must be willing and able to provide vital support and essential services to the people that we serve in the event of an emergency, pandemic or other disaster situation.

PRIMARY RESPONSIBILITIES:

1. Provide case management interventions directed at housing stability, identifying treatment needs, including safety concerns, and utilizing natural supports, community supports, and input and resources from other community partners or professional agencies. **This is a key Performance Indicator.**
2. Responsible for ensuring the individual or family have an individualized treatment plan that is strength based. **This is a key Performance Indicator.**
3. Responsible for assessing risk at each meeting with the individual or family and designing safety plans and interventions to reduce the level of risk. **This is a key Performance Indicator.**
4. Responsible for designing case management interventions, particularly those that address safety and risk issues, consists of the family, natural supports, and formal supports that care about and know the individual or family best. **This is a key Performance Indicator.**
5. Responsible for ensuring services are delivered using standards of trauma informed care principles, and that plans and clinical interventions address issues regarding how trauma impacts individual or family functioning, and that plans and interventions use trauma resolution skills. **This is a key Performance Indicator.**
6. Responsible for ensuring that services are Culturally & Linguistically Competent and are tailored to the unique culture of the individual or family. **This is a key Performance Indicator.**
7. Responsible for ensuring that case management services occur in the community at a place convenient and comfortable for the individual or family. **This is a key Performance Indicator.**
8. Submits complete and accurate required paperwork and documentation within established timeframes. **This is a key performance indicator.**
9. Ability to partner across the organization with multiple departments through the exchange of data, information, and frequent communication. **This is a key Performance indicator.**
10. Responsible for personal efficiency that focuses on position performance measures, required tasks, and urgent deadlines.
11. Responsible for complying with standards of care and established protocols, policies and procedures of the agency.
12. Attends required staff meetings and scheduled trainings.
13. Performs other related job duties as assigned by leadership, when necessary.

ACCESS TO PROTECTED HEALTH INFORMATION:

Will be knowledgeable in and practice all policies and procedures related to privacy and security practices cited in the Health Insurance Portability and Accountability Act (HIPPA) applicable to my program and position.

EDUCATION EXPERIENCE/REQUIREMENTS:

1. Must hold at least a Bachelor's Degree Social Work or related area of study from an accredited university; or a Master's Degree in Social Work or related area of study.
2. Experience with child welfare, early childhood education or children's mental health preferred.
3. Must acquire knowledge of community resources
4. Knowledge of child development, including physical, mental, emotional and cultural issues preferred.
5. Must be computer literate and be proficient in Outlook, Excel spreadsheets, and Microsoft Word. Must be able to work proficiently in a Windows environment and be able to learn other software applications quickly.
6. Must become certified as a Wraparound Facilitator in high fidelity Wraparound within 3 months of employment. Preference will be given to individuals certified as a Wraparound Facilitator in high fidelity Wraparound.
7. Must become and maintain BHCM certification.

KEY PERFORMANCE STANDARDS:

The employee will comply with or maintain:

1. Comply with all agency policies and procedures including, but not limited to, the agency attendance policy, code of conduct, and policy.
2. Must not present a direct threat to the safety or health of the employee or others.
3. Attend trainings as required.
4. Maintain effective working relationships with co-workers.
5. Effectively and consistently follow through with assignments in the designated time frame.
6. Maintain consumer confidentiality according to state law, professional standards, and agency policy.
7. Promote and maintain a professional attitude at all times.
8. Supports and adheres to the five client promises.

SAFETY EQUIPMENT / PROCEDURES:

Employee is required to:

1. Maintain the safety of self and others at all times.
2. Complete all mandatory Health, Safety and Emergency Preparedness Trainings.
3. Wear seat belts while driving on organization business, and follow all corporate safety policies and procedures.

BASIC STANDARDS OF PERFORMANCE:

1. Client facing client care: Must be able to perform the essential functions of the position as evidenced by the consistent ability to meet minimum productivity levels.
2. Dependability: Arrives to work on time, uses PTO and annual leave according to established policies, completes paperwork and projects within deadlines.
3. Flexibility/Initiative: Exhibits willingness to assist colleagues, assumes additional responsibilities willingly, works varying hours to meet client accessibility and recommends program changes and improvements.
4. Teamwork: Maintains an overall work attitude of cooperation and professionalism in all interactions with agency staff and community professionals. Communicates and interacts appropriately with colleagues. Follows through with paperwork to ensure smooth operations with Agency and Community Agencies.
5. Professionalism: Conducts self in a professional manner with colleagues, peers, and clients. Demonstrates professional behavior toward clients consistent to the enhancement of the client's dignity and well-being. Upholds established policies and professional standards of conduct.
6. Attendance and punctuality are prerequisites of satisfactory performance.
7. There will be compliance with all company policies and procedures.
8. Obtain familiarity with company mission and adherence to the company's philosophy of continuity of quality care.
9. There will be satisfactory completion of primary and secondary duties and responsibilities of the position as required by management and supervision.
10. Meet the minimum requirement and demands of the position, including funding goals and objectives.

SPECIAL KNOWLEDGE AND SKILLS:

1. Must be able to coach, mentor and support individuals or families experiencing trauma, mental health and/or substance abuse.
2. Knowledge of community supports and services to aid in supporting the family.
3. Maintain electronic communication regarding client progress with the BHCM, Counselor, IDT facilitator and Program Supervisor and other community stakeholders.

PHYSICAL DEMANDS/WORK ENVIRONMENT/OTHERS:

1. To sit for long periods of time often while performing data entry.
2. To manipulate charts weighing 3 pounds from horizontal and vertical filings systems, lift them vertically to arm's length and to bend to lowest filing cabinets and drawers for filing purposes.
3. To view computer screens for long periods of time.

4. To monitor and prioritize several concurrent activities.
5. To perform various duties via telephone conversations.
6. To use analytical skills when making decisions.
7. To adapt quickly to change.
8. To stay calm and follow procedures in a crisis.
9. Effectively and consistently follow through on all assignments

OFFICE MACHINES & EQUIPMENT USED:

1. Multi-line Telephone System.
2. Must be Computer literate with proficiency with Microsoft Office (i.e.: Windows, Word and Excel).
3. Copier, Printers, and Fax.
4. Vertical and Horizontal Filing Systems (Alpha and/or numeric).
5. Electronic health record and desktop computer.
6. Conference Line.
7. Cell Phone.
8. Ability to operate electronic medical record.

WORKING CONDITIONS:

1. Requires a flexible schedule including flexible hours if needed, but must be punctual once work hours have been assigned.
2. Is subject to air-conditioning and fluorescent lighting on a daily basis.
3. Requires ability to function effectively in a smoke-free workplace.
4. May be dealing with potentially dangerous situations/consumers.
5. May be exposed to contagious conditions and communicable diseases, including but not limited to AIDS/HIV, staph, hepatitis, rubella, tuberculosis, cytomegalovirus, blood-borne pathogens, lice and scabies.
6. Must be able to work in a shared office area or office.

I have read the above job description and fully understand the requirements set forth therein. I hereby accept the position and agree to abide by the stated requirements, including but not limited to the Key Performance Indicators as referenced above and will perform all duties and responsibilities as delineated

I HAVE RECEIVED A COPY OF THIS JOB DESCRIPTION FOR MY PERSONNEL FILE.

Employee's Signature

Date

JOB DESCRIPTION

POSITION TITLE: Data Analyst Homeless Management Information System

POSITION #:

SALARY:

CLASSIFICATION: Non-Exempt

REPORTS TO: Director of MIS & UT	DEVELOPED 10/14/2020	Reviewed/Revised:
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POSITION SUMMARY:

Maintains and enhances PHMIS software components to improve the functionality, availability, reliability, access control, security, and performance of the computing and reporting services for users of HMIS.

The Data Analyst Homeless Management Information System works to oversee the integrity and quality of the internal program database and the development and completion of site level program data reports in efforts to assess trends and quality in client care. Performs system analysis, maintenance and sustaining functions and resolves system problems. Assists direct care staff with ensuring timely, accurate data entry. Provides leadership and guides projects. Works independently on assigned projects to further the agency's strategic goals.

Directions for Living is an essential services provider. All Directions for Living employees must be willing and able to provide vital support and essential services to the people that we serve in the event of an emergency, pandemic or other disaster situation.

PRIMARY RESPONSIBILITIES:

1. Facilitates the implementation and ongoing oversight of the PHMIS system at the site to ensure client data collection and to support case management in maintaining client care records.
2. Performs program data entry into PHMIS System and internal databases for Housing First Homeless Service program.
3. Collaborates with all Program Supervisors and Directors to set up and maintain an internal database for internal reporting for all programs.
4. Completes agency performance report monthly, quarterly as identified/needed.
5. Ensures all data on all client information is maintained and updated as needed for program reporting for all programs.
6. Ensures all program entries, exits, and updates are completed in PHMIS;
7. Assist in the production of client information and program data reports including monthly, quarterly, and annual reports using HMIS data.
8. Audits usage and data quality of the system to ensure compliance to data protocols and timely client care follow up.
9. Provides weekly/monthly or as needed reports on data quality, completeness, and integrity.
10. Cross references performance report with PHMIS and internal database and ensures all data matches.
11. Regularly audits site-specific databases and client information to ensure most updated forms and procedures are being utilized in compliance with organization and funder standards.
12. Assists in the implementation of data quality procedures and to provide feedback to staff regarding improving data quality to better assess program performance and ensure quality client care.
13. Provides data reports as needed for various data inquiries.
14. Coordinate client satisfaction surveys and analysis of results with an emphasis on improving programs and services.
15. Assists in the development of program/client data procedures for the site

16. Completes other data and related tasks as assigned.
17. Ability to partner across the organization with multiple departments through the exchange of data, information, and frequent communication.
18. Develop strong working relationships with all staff, particularly Housing First, in order to quickly learn organizational and environmental needs, including analysis and design of information systems to meet all departmental needs.

SECONDARY RESPONSIBILITIES:

1. Comply with all agency policies and procedures including, but not limited to, the agency attendance policy, code of conduct, and ethics policy
2. Attend trainings as required
3. Maintain effective working relationships with co-workers
4. Effectively and consistently follow through with assignments in the designated time frame
5. Maintain consumer confidentiality according to state law, professional standards, and agency policy
6. Promote and maintain a professional attitude at all times

ACCESS TO PROTECTED HEALTH INFORMATION:

Will be knowledgeable in and practice all policies and procedures related to privacy and security practices cited in the Health Insurance Portability and Accountability Act (HIPAA) applicable to my program and position.

EDUCATION EXPERIENCE/REQUIREMENTS:

1. Graduation from an accredited four year college or university with a degree in Computer Science or related field, or an equivalent combination of formal education and experience.
2. One year of experience in social services or related field required,
3. Three years' experience with PHMIS data or equivalent social service performance data systems preferred
4. Required experience in the management, and use of data systems tools, including demonstrated proficiency in Excel, MS-SQL, Access, and Crystal Reports.
5. Very strong computer skills required including very strong Microsoft Office, especially Excel, and Internet browser software skills; applicants may be subject to computer skills testing.
6. Highly organized with attention to detail
7. Strong data analysis skills and the ability to work independently and as a team member when needed.
8. Must maintain skills in-line with recent technology developments.
9. Ability to take direction and to be self-critical to improve performance.

KEY PERFORMANCE STANDARDS

The employee will comply with or maintain:

1. Comply with all agency policies and procedures including, but not limited to, the agency attendance policy, code of conduct, and policy.
2. All employees are required to follow all policies of DFL at all times
3. Must not present a direct threat to the safety or health of the employee or others.
4. Attend trainings as required.
5. Maintain effective working relationships with co-workers.
6. Effectively and consistently follow through with assignments in the designated time frame.
7. Maintain consumer confidentiality according to state law, professional standards, and agency policy.
8. Promote and maintain a professional attitude at all times.
9. Supports and adheres to the five client promises.

SAFETY EQUIPMENT / PROCEDURES

Employee is required to:

1. Maintain the safety of self and others at all times
2. Complete all mandatory Health, Safety and Emergency Preparedness Trainings
3. Wear seat belts while driving on organization business, and follow all corporate safety policies and procedures.

BASIC STANDARDS OF PERFORMANCE:

1. Client facing client care: Must be able to perform the essential functions of the position as evidenced by the consistent ability to meet minimum productivity levels.
2. Dependability: Arrives to work on time, uses PTO and annual leave according to established policies, completes paperwork and projects within deadlines.
3. Flexibility/Initiative: Exhibits willingness to assist colleagues, assumes additional responsibilities willingly, works varying hours to meet client accessibility and recommends program changes and improvements.
4. Teamwork: Maintains an overall work attitude of cooperation and professionalism in all interactions with agency staff and community professionals. Communicates and interacts appropriately with colleagues. Follows through with paperwork to ensure smooth operations with Agency and Community Agencies.
5. Professionalism: Conducts self in a professional manner with colleagues, peers, and clients. Demonstrates professional behavior toward clients consistent to the enhancement of the client's dignity and well-being. Upholds established policies and professional standards of conduct.
6. Attendance and punctuality are prerequisites of satisfactory performance.
7. There will be compliance with all company policies and procedures.
8. Obtain familiarity with company mission and adherence to the company's philosophy of continuity of quality care.
9. There will be satisfactory completion of primary and secondary duties and responsibilities of the position as required by management and supervision.
10. Meet the minimum requirement and demands of the position, including funding goals and objectives.

PHYSICAL DEMANDS/WORK ENVIRONMENT/OTHERS:

1. To sit for long periods of time often while performing data entry.
2. To manipulate charts weighing 3 pounds from horizontal and vertical filings systems, lift them vertically to arm's length and to bend to lowest filing cabinets and drawers for filing purposes.
3. To view computer screens for long periods of time.
4. To monitor and prioritize several concurrent activities.
5. To perform various duties via telephone conversations.
6. To use analytical skills when making decisions.
7. To adapt quickly to change.
8. To stay calm and follow procedures in a crisis.
9. Effectively and consistently follow through on all assignments.

OFFICE MACHINES & EQUIPMENT USED

1. Multi-line Telephone System
2. Must be Computer literate with proficiency with Microsoft Office (i.e.: Windows, Word and Excel)
3. Copier, Printers, and Fax
4. Vertical and Horizontal Filing Systems (Alpha and/or numeric)
5. Electronic health record and desktop computer
6. Conference Line
7. Cell Phone
8. Ability to operate electronic medical record.

WORKING CONDITIONS

1. Requires a flexible schedule including flexible hours if needed, but must be punctual once work hours have been assigned.
2. Is subject to air-conditioning and fluorescent lighting on a daily basis.
3. Requires ability to function effectively in a smoke-free workplace.
4. May be dealing with potentially dangerous situations/consumers.
5. May be exposed to contagious conditions and communicable diseases, including but not limited to AIDS/HIV, staph, hepatitis, rubella, tuberculosis, cytomegalovirus, blood-borne pathogens, lice and scabies.
6. Must be able to work in a shared office area or office.

I have read the above job description and fully understand the requirements set forth therein. I hereby accept the position and agree to abide by the stated requirements, and will perform all duties and responsibilities as delineated.

I HAVE RECEIVED A COPY OF THIS JOB DESCRIPTION FOR MY PERSONAL FILE.

Employee's Signature

Date

Ryan Shay

Tampa, FL

Ryan.M.Shay88@gmail.com

386.846.4827

Analyst/Coordinator/Project Manager

Healthcare and technology industry professional

Core Competencies

- | | | | |
|-------------------|--------------------|----------------------|-----------------------|
| - Learner | - Communicator | - Organization | - Results Oriented |
| - Problem Solving | - MS Office Skills | - Independent Worker | - Process Improvement |
| - Time Management | - Team Oriented | - Detail Oriented | - Service Oriented |

Performance Highlights

Diverse experience across various roles has helped refine the following skillsets:

- Effective interpersonal and communication skills.
- Insight into how various roles work together to accomplish department & organization goals.
- Strong work ethic that values completion of tasks efficiently.

Professional Experience

Directions for Living – Clearwater, FL

March 2021- Present

HMIS Data Analyst

Lead all aspects of the Housing First Homeless Management Information System (HMIS). Facilitate all PHMIS Projects. Ensure compliance with the HMIS Data and Technical Standards, and all federal, state, and local laws. Schedule, coordinate and implement all relevant training to new staff. Collaborate with local funders and community partners to implement HMIS related projects, reports, and procedural/process items. Provide technical support and resolution of compliance issues.

John Hopkin's All Children's Hospital – St. Petersburg, FL

October 2018 - February 2021

Patient Financial Service Representative I. (Eligibility Team Professional Billing)

Responsible for a variety of roles, including but not limited to customer service, claim processing, and cash posting. Assisted with all facets of the hospital billing process to meet deadlines and reduced unbilled inventory, accounts receivable, cash posting, and account inquiries.

- Designated as a super user and team lead for a new enterprise-wide software implementation.

Directions for Living – Clearwater, FL

December 2016 - September 2018

Billing Specialist I

Oversaw Revenue Cycle Management (RCM) process for assigned insurance policies & payers (Psychare & Amerigroup Medicaid, Medicare, Commercial products). Supported RCM projects. Served as the administrative point of contact for targeted case management/therapy authorization submissions. Resolved rejected insurance claims. Examined outstanding balances for claim errors. Appealed denials and process rejections. Achieved timely medical claim submissions.

Directions for Living – Clearwater, FL

March 2016 - November 2016

Financial Services Representative

Led administration efforts of the Pinellas County Department of Health referral program. Managed documentation of referrals and admission activity. Secured assessment documentation for initial visits. Spearheaded an enterprise initiative, known as the Blue Card Program, with the purpose of providing clarity for clients regarding paperwork and DFL appointment process.

Directions for Living – Clearwater, FL

May 2015 - March 2016

Customer Service Representative I

Served as a main point of contact for clients regarding scheduling and clarification on policies & procedures. Coordinated the organization of administrative paperwork for all clients. Managed client inquiries and follow-up communication via phone and email. Organized and maintained daily cash reports.

IQPC Exchange – Tampa, FL
Marketing Manager

November 2014 - February 2015

Performed detailed campaign analysis and formulated targeted marketing strategies as a result. Formulated communication strategies. Crafted promotional copy and content. Coordinated with internal departments to achieve project objectives. Facilitated successful coordination of lead generation using social media marketing.

IQPC Exchange – Tampa, FL

April 2013 - February 2015

Sponsorship Marketing Representative

Presented sponsorship marketing strategies to enterprise leadership. Utilized data mining techniques to generate sales and communication leads. Directly supported marketing department through strategic market research efforts. Captured and monitored lead generation success metrics.

- Individual efforts generated \$300K in revenue for lifecycle of position.
- Covered position overhead and generated a positive ROI through lead generation efforts.

Never Quit Never – Jacksonville, FL

November 2010 - April 2011

Marketing Intern

Planned, coordinated, and executed advertising strategies to all volunteers. Directed marketing efforts at targeted demographics around the surrounding Jacksonville area. Facilitated event infra-structure setup. Pitched marketing and advertising strategies to social networking sites to promote Never Quit Beach Festival. Maintained media relation's list and race participant list for future marketing and advertising efforts.

Technology

- SAP Epic Legacy, SAP Epic Warp Drive
- PMD Charge Entry, Cerner HIM, Avatar Medical Management Software, Medical Clearinghouse (Availity & Emdeon), HMIS (Homeless Management Information System)
- SKY Salesforce Marketing

Education & Development**Bachelor of Science in Public Relations**

December 2012

University of North Florida - Jacksonville, FL

Professional Certification

Nonviolent Crisis Intervention (CPI)

August 2015 - Present

Global Perspective

Travel Experience: 10 countries across Europe, Central America, and South America

Section G. Funding Request

G.2. Please provide a detailed budget identifying specific costs within each budget category and specify which items will be requested for reimbursement with CDBG funding and specify the expenses to be reimbursed using other funding sources.

Detailed Budget By Budget Category *Required

- **DMH 2025 Budget Pinellas County (ESG-RUSH) \$473,911 (FINAL)**

Directions for Mental Health, Inc. DBA Directions for Living**Pinellas County Grant:****ESG: Rapid Unsheltered Survivor Housing (RUSH)****Proposed Budget:****\$ 473,911****Staffing**

		Salary	
Housing Stability Case Manager ES	100.00%	\$ 67,500.00	\$ 67,500.00
Housing Stability Case Manager Prevention	0.5	\$ 67,500.00	\$ 33,750.00
Housing Stability Case Manager Prevention	0.5	\$ 67,500.00	\$ 33,750.00
HMIS	33.00%	\$ 58,000.00	\$ 19,140.00
	2.33 FTE		\$ 154,140.00

Fringe Benefits

FICA	7.65%	\$ 11,791.71
SUTA	0.87%	\$ 1,341.02
Workers Comp	1.43%	\$ 2,204.20
Medical	11.00%	\$ 16,955.40
LTD/STD/Vision/Dental	2.50%	\$ 3,853.50
Retirement - 403b	6.00%	\$ 9,248.40
Subtotal Fringe Benefits		\$ 45,394.23

Total Personnel**\$ 199,534.23****Operational Expenses**

Travel (\$.58/ mile)	420	\$ 11,782.47
Insurance	\$ 240.00	\$ 5,760.00
Telephones	\$ 55.00	\$ 1,320.00
Office Supplies	\$ 20.00	\$ 480.00
Equipment Maintenance	\$ 42.00	\$ 1,159.20
Electronic Health Record	\$ 90.00	\$ 2,484.00
Total Operational Exp		\$ 22,985.67

Total: Salary/ Fringe/ Operational Exp**\$ 222,519.90****Client Needs:**

Emergency shelter	\$ 104,000.00
Prevention (arrears)	\$ 50,000.00
RRH (move-in)	\$ 50,000.00

Administrative Costs**\$ 0.10 \$ 47,391.10****Total Project Costs****TOTAL****\$ 473,911.00****Grant Total****\$ 473,911.00**