

Auberle

Response to Allegheny County Department of Human Services
One-stop Center with Comprehensive Services for Transition-Age Youth
RFP Response

April 13, 2015

1. Executive Summary

Since 1952, Auberle has been helping youth in need find hope and healing. From our roots as an orphanage for boys, we have evolved to meet the needs of over 3,250 annually across 16 program areas. Our programming for youth ages 16-24, in particular, has experienced profound growth and expansion. We are always looking for new ways to have greater impact on the youth we serve. Allegheny County DHS' bold vision to create a one-stop center for transition-age youth will help to positively change the lives of thousands of transition-age youth and we look forward to being a part of such a bold transformation. By helping youth with educational support, workforce training, clinical/medical services, prevention education and housing support all under one roof, we will eliminate barriers, break down silos and provide a community of care for youth. Our vision for the 412 Youth Zone, a name chosen by transition age youth at Auberle, is more than a building that contains a range of social services. Through collaborative efforts, including the current ILA providers, we will strive to reach youth in need in every neighborhood across the county. We will help youth suffering from trauma find healing and reach their full potential.

In addition to the core services we will provide, Auberle has created one-of-a-kind arts experiences, opportunities for creative expression, recreational activities with therapeutic benefits, and learning spaces that will foster growth and healing. As a Sanctuary Model of Trauma-Informed Agency, we understand that creating physically, emotionally and spiritually safe spaces nurtures healing. The 412 Youth Zone will be designed with youth input, keeping the principles of trauma-informed care top of mind. The 412 Youth Zone will be a safe place where our youth members feel welcome and expected. We will provide predictability and consistency by having a regular calendar of events but will remain flexible to the changing needs of our members. Above all, 412 Youth Zone interactions will be based on the development of trust, interpersonal connection, trauma-informed care and unconditional positive regard.

Our program design is based on the 412 Youth Zone being accessible, youth centered, youth-driven, inclusive, trauma-informed and flexible. The facility, located at Wood Street Commons, was chosen for its potential to be a welcoming space that accommodates all aspects of our proposal and also for its centralized, accessible location in downtown. The 412 Youth Zone will be a place where transformation happens, opening new doors and opportunities in the Pittsburgh region and beyond.

2. Scope of Services

Component One: 412 Youth Zone Management and Service Coordination

Vision for the 412 Youth Zone

Auberle's *412 Youth Zone* will be a place where transformation happens. Since 1952, we have been creating positive change for young people through programming that works. The 412 Youth Zone will be a hub for youth in transition to obtain stability, foster creative expression, build positive relationships and charter a path for a bright future. Auberle will work with 412 Youth Zone *youth members* as a reminder that they are more than a sum of what has happened to them. The young people that we will serve at the 412 Youth Zone are the same youth that Auberle has been serving for decades. We recognize that they have experienced trauma and, as a result, are at high risk for homelessness, early pregnancy, mental illness, drug and alcohol dependency and more. What we have learned from working with these youth, however, is that they have amazing resiliency and drive to become successful adults. Together with our partners and with the support of Allegheny County DHS, we will create a youth-driven, youth centered community that help youth in transition discover and achieve their full potential. At Auberle, we know that the youth we work with are capable of much more than just self-sufficiency. We see them as the future stewards and change-agents of our region. The 412 Youth Zone will help our members unlock doors and opportunities in the Pittsburgh region and beyond.

Our vision for the 412 Youth Zone, a name chosen by transition age youth at Auberle, is more than a building that contains a range of social services. We will create a safe and welcoming community made up of our youth members, social service partners, Allegheny County DHS and others across the region. Our partners were chosen to ensure a seamless delivery of services in a way that is approachable and readily available to our youth members. We view our proposal as the beginning of the conversation between Auberle and Allegheny County DHS to ensure that Center remains flexible and effective. The 412 Youth Zone will be a safe place where our youth members feel welcome and expected. We will provide predictability and consistency by having a regular calendar of events but will remain flexible to the changing needs of our members. Above all, 412 Youth Zone interactions will be based on the development of trust, interpersonal connection, trauma-informed care and unconditional positive regard. For some of our youth members, the experience of trust and unconditional regard will be new. For others, it needs to be renewed. The development of genuine, empathic relationships between youth members and the 412 Youth Zone staff will be the primary mechanism for positive impact and the foundation of our programming.

Operationalization of the Vision

To carry out the vision described above, all of our services will have the following characteristics:

Accessibility: Auberle has chosen Wood Street Commons as the location for the 412 Youth Zone. Its location downtown makes it accessible for bus transportation and is easy to locate. The 412 Youth Zone will have a separate entrance for our youth members, adding to the feeling that the space was created specifically for them. Emotional accessibility is another important factor we always consider. An essential component of that is ensuring that the space is both safe and

comforting. As an agency that operates a trauma-informed philosophy through the Sanctuary Model™, we understand the importance of providing safety and security in a way that is still warm and welcoming (i.e. no visible metal detectors, bars on windows etc.). We recently renovated the welcome center at our main campus with security upgrades that are invisible to the youth and visitors but that still provide safety. In fact, our Director of Facility Operations conducted a national webinar on creating physical and emotional safe spaces for youth who have suffered trauma.

Youth-Centered: Auberle currently has its own Youth Advisory Board made up of the aging-out youth that we serve. These youth picked the name 412 Youth Zone. The group currently meets once per month to plan service projects and provide input for the design of program activities. Recently they developed a mentoring program to help younger youth in the foster care system. They provide guidance for what will be covered at monthly meetings as well. At the 412 Youth Zone, we will reconvene the Youth Advisory Board to meet twice per month to make decisions about the facility's policies, plan activities and events and design meal menus. To accomplish their goals, the youth will be given a small annual budget to manage. Participation in the Advisory Board will be voluntary and easy for youth to enter and exit the group.

We also have a commitment from a local graphic designer to work with the youth to design a logo for the 412 Youth Zone. She will help youth draw a concept, design it electronically and create posters and signs to hang throughout the 412 Youth Zone. It is important that the youth see tangible evidence of their input at the 412 Youth Zone to reinforce that the space is specifically meant for them.

Youth-Driven: A primary strategy for ensuring that the youth feel invested in the 412 Youth Zone is the use of paid youth workers. Youth members will help to staff the kitchen, clerical and maintenance positions. We will explore all potential roles with youth based on their interests and in partnership with the workforce development provider chosen by TRWIB.

Inclusive: As a Sanctuary Model™ of Trauma-Informed Care certified agency, Auberle uses a set of commitments to inform the way we deliver services, interact with our participants and care for each other as coworkers. Inclusivity is a primary tenant of our trauma-informed philosophy. It helps to guide our decision making processes, eligibility determination and hiring practices. At the 412 Youth Zone we will have a commitment to:

1. Open Communication - We will help youth members overcome barriers to healthy communication and create an environment where youth members feel safe to express themselves openly.
2. Democracy – We will work with youth to create an environment where all voices are welcome, heard and considered.
3. Social Responsibility – We will help youth build and rebuild social connections and establish healthy attachments at the 412 Youth Zone and in the community to help youth feel included and welcome.

At Auberle, we have worked with youth from all over Allegheny County including neighborhoods throughout the City of Pittsburgh. We have experience ensuring that no matter where a youth is from, they become a part of the Auberle family. Our outreach workers have

experience working with LGBTQ youth and we will provide training to Youth Coaches to help youth who may be struggling with gender and sexual identity.

Trauma-Informed: Auberle is certified in trauma-informed care through the Sanctuary Model™. The Model provides a method for creating a culture that can more effectively address healing from psychological and social trauma. It integrates current brain and medical research, best practices in promoting emotional, mental and behavioral health, and wellness and healing strategies for at-risk youth and their families. At the 412 Youth Zone, using a trauma-informed approach will help staff understand the ways trauma and chronic stress impacts the youth members' behavior, overall health and world view. The model also addresses care for the caretakers that emphasize the need for social service workers to focus on their own health and wellness. Using a trauma-informed approach is essential to creating the kind of community and seamless delivery of services that we envision.

From our experience, when you weave a trauma-informed approach into everything that you do, including facility design, security features and service delivery you see increased youth retention, youth engagement and overall effectiveness. We also see a reduction in staff turnover and burnout and, most importantly, the achievement of outcomes for youth.

Flexible: Auberle started as an orphanage in 1952, but grew into an agency providing award-winning services across 16 program areas. At Auberle, staff are encouraged to be flexible and creative. Staff are challenged to think about how offering new services and re-imagining the use of existing resources and talents can have a greater impact for the youth and families we serve. Empowering staff to try new approaches and take on leadership roles resulted in the launch of 23 unique initiatives during a single year. Those achievements gained Auberle recognition as Agency of the Year in the United States by the Alliance for Strong Families and Communities and a Smart 50 Organization by *Smart Business Online*. These initiatives demonstrate the dedication and expertise of our staff, as well as the agency's agility to adapt services to the changing needs of our clients.

Further evidence of Auberle's ability to remain flexible in our service delivery is that we were chosen as one of only 15 agencies in the country – the only one in Pennsylvania- to participate in a Residential Transformation, a project with the Annie E. Casey Foundation. As trends shift away from emphasis on residential care for youth in the foster care system, we have responded. Our staff are being trained to provide in-home interventions to ensure when a youth returns home from residential placement, they stay there. Key in achieving that outcome is using family and community strengths as tools for success. We have a true commitment to rising to any challenge that will create a more profound and lasting impact on the individuals we serve. We will bring that same commitment to flexibility to the 412 Youth Zone.

We have gathered a group of strategically chosen and effective collaborators for this project. We have a vision for a community of care but we realize that remaining flexible to the needs of our youth members will be a primary concern. In the conversations we have had with our partners and subcontractors, we have stressed that outcomes and flexibility have to be the foundation of our programming. At Auberle, we understand that the sustainability of any endeavor relies heavily on the ability to remain agile and open to change.

Program Design and Method to Operationalize

Engagement: As mentioned throughout this proposal, we envision that the 412 Youth Zone will provide a community for our youth members. The staff, volunteers, partner organizations and youth members will be stakeholders, placing high value on democracy. By providing staff with training on all of the services provided in the 412 Youth Zone, youth will know that they can approach any employee for help. These youth will no longer be “systematized” and will become valued members of a community that would not exist without their presence and voice.

Membership and Innovation: 412 Youth Zone members will be given membership cards that they will use to swipe in and out. We will be able to use the cards to track attendance and the length of time that our youth members are there. Applying for the card will be part of the initial welcome process. In order to get updated information from the youth members on an ongoing basis, the membership cards will deactivate every quarter from their initial membership date. To get the cards reactivated, youth members will have to answer a short list of questions to gather life updates from them. Every activity and office will also have a membership card to keep track of what services youth are using most often. Auberle currently has a swipe system in all of its facility. The swipes will work even when doors are open. We also envision that when staff use 412 Youth Zone iPads or computers, they will log-in using a unique username and password that will help us track youth activity and attendance in computer-based classes. Part of the sign on process will also include a list of two to three questions to get youth input on the 412 Youth Zone and as an opportunity surveying overall satisfaction with services.

Auberle is also working with Carnegie Mellon University to develop a one-of-kind smart phone application to streamline the way we communicate with transition-age youth. CMU did an assessment of the communication that we have with our youth and discovered that two case managers had over 70,000 communications with their youth in just 24 months. To make our communication easier to track and more efficient, they are developing an app specifically for Auberle. Once it is developed, we will be able to implement this app with our youth members. It is important to note that text messaging and social media will be useful tools, they will not replace face-to-face interactions with the youth and will never be a substitute for that. It will add another layer of communication that will be easy and accessible for youth members with smart phones. We will help all members create an account with Steel City Safe to keep their important documents safe and accessible wherever they are. In the future, the Steel City Safe app will be a valuable will be a great way for youth to share their experiences at the 412 Youth Zone and encourage others to join.

Assessment and Plans: Auberle currently uses the Child and Adolescent Needs and Strengths (CANS) system. We also use the KIDS Data System to track daily logs, individual service plans and three-month progress notes. Our focus will always be on youth members’ strengths. We will use the Sanctuary Model™ to build upon youth member’s assets and their hopes for the future.

Regular Calendar of Events: Auberle will maintain a regular and predictable calendar of events. It is important that youth members come to expect things from the 412 Youth Zone and find that their expectations are met consistently. At Auberle, we mobilize 360 volunteers per year, have over 100 guest speakers per year, serve 3,260 children and families across 16 program areas, host dozens of interns per year, have two family visit nights per week and welcome roughly 10,000

visitors per year. We recognize the importance of keeping an organized schedule of events and have the capacity to coordinate all of the services and activities that we envision for the 412 Youth Zone. Auberle currently maintains a website and actively participates in social media. We will use these mediums to publish our events schedule. Youth coaches and Mobile Workers will always have the calendar available to discuss with you and encourage them to attend events. Publishing the calendar electronically will be a helpful tool but will never replace face-to-face interactions. We will be sure to maintain a level of flexibility to respond the requests of our youth members.

Youth-incentives: The 412 Youth Zone will have a “Member Achievement Board” to showcase youth members’ successes (i.e. job obtainments, job anniversaries, vocational certifications, consistent attendance, high school graduation, college acceptance). We will also recognize a Peer Support Member of the Month for youth members who encourage others and set a positive example around the 412 Youth Zone. We will feature youth artwork all over the facility. We will use volunteers, as we do now, to send congratulatory notes to our youth as well.

Crisis Management: Auberle currently operates the Sanctuary Model™ of Trauma-Informed Care, Therapeutic Crisis Intervention and Restorative Justice. We will focus on solutions and not punitive measures when behavioral issues arise. Revoking a youth’s membership will be the absolute last resort and will be considered a highly undesirable result.

Information Clearinghouse: Auberle’s 412 Youth Zone brings together strategic partnerships that provide versatility in services, broad reach across the county and a commitment to remaining flexible. Auberle provides services for youth from birth to age 24 from everything to semi-independent living, clinical services, workforce, shelter, juvenile justice diversion, basic needs, housing and more. For that reason, we have access to a network of providers that can literally respond to any need. Our longstanding relationships with the funding community, corporations and social service providers will open doors for our youth across the region. As the 412 Youth Zone develops based on youth needs, we plan to make our youths’ membership cards recognizable outside the facility. Membership cards will gain youth access to resources wherever they go across the county because of their connection to Auberle and our partners.

Facilitate Access to DHS-provided services: Auberle operates several DHS funded programs and is comfortable working with Children Youth and Families, the Office of Behavioral Health, Office of Community Services, Office of Intellectual Disability and will participate in Conferencing and Teaming. A regular component of the 412 Youth Zone calendar of events will be help creating accounts on Steel City Safe and the financial literacy curriculum associated with the Passport Program. We look forward to the resources the county will provide in this endeavor and consider them a vital partner in what we will accomplish.

Outreach Strategies

Calling upon our existing network of partners and friends across the county will be the foundation of our outreach strategies. To begin, we have existing relationships with school across Allegheny County. We have a strong presence in those schools because we’re always helping our youth transition back to their home school or to work with school administrators to resolve issues with youth. We will communicate regularly with schools to ensure that they are aware of our services and know how to contact our Mobile Outreach Workers for referrals. We

have longstanding relationships with the regional Children Youth and Families (CYF) offices and with the local Juvenile Justice System. If we are awarded this contract, we will immediately implement a communication strategy to set up a pipeline with these entities.

We realize that the 412 Youth Center will attract, primarily, two main populations of youth: youth aging out of the foster care system and homeless youth. Auberle has close relationships with homeless resources across the region. For instance, we are a member of the Homeless Education Network and work closely with the Homeless Children Education Network. In fact, the two groups provided valuable insights and input into the development of our programming vision based on what they have learned from the drop-in center they currently run at the Gay and Lesbian Community Center downtown. Auberle is part of the collaboration that currently runs that drop-in center.

Auberle currently operates a transitional living facility called Movin' On, that serves youth 16 to 24 through Allegheny County's Housing and Urban Development Continuum of Care. We will use the network of provider agencies through the continuum as another opportunity for outreach for the 412 Youth Zone.

Through our Stop Now and Plan (SNAP) Program, a prevention program for youth who have negative interactions with authority figures, we have developed relationships with local police. Police Officers are aware of our programming and make frequent referrals. We will implement a strategy to communicate with the local Police in a similar fashion. We will make the police aware of the 412 Youth Zone's resources and support for youth. If the police have an interaction with a young person, they will be able to contact a Mobile Outreach Worker to help get the youth involved in services right away. By taking this approach, youth members will be given a chance to stay out of the adult criminal justice system. It is important to us that police see the 412 Youth Zone as an asset, not as a potential problem. City police already deal with Auberle with a high degree of trust. We would welcome patrol police to stop in for coffee or a meal to help foster positive regard.

We also have an excellent process for opening new facilities and understand how to gain buy-in from local and state government, police and businesses. We have already reached out to the City of Pittsburgh's Mayor's office and several cabinet people to alert them they we are proposing to run the new one-stop center.

Auberle is considered a go-to agency for programming for transition-age youth. We offer two semi-independent living programs for older youth, a program for homeless young men, a workforce development program for you ages 16-24 and an Independent Living and Aftercare Program. We currently accept referrals from nearly 50 agencies for these programs. It is because we can be flexible to individual needs and because we achieve outcomes with the youth. Through these existing relationships, we will conduct outreach efforts to let the agencies know about the services available to the youth that we are already serving so effectively.

All of the 412 Youth Zone partners and subcontractors were chosen because of their knowledge of working with transition-age youth and their needs, familiarity with Allegheny County neighborhoods, relationship with Allegheny County DHS, ability to provide a critical service and commitment to achieving outcomes and their broad reach across the region. Meeting those requirements means that our partners and subcontractors exponentially expand our ability to

reach youth in need. By joining our efforts and connections, we will be able to reach youth in need in every community in the county.

Methods to Engage Youth

From our experience in serving transition-age youth, group activities are a great way to get initial engagement from youth. The group atmosphere is less intimidating and provides opportunities for socialization. At the 412 Youth Zone, we will design a regular and predictable schedule of group activities on and offsite for our youth members that include guest speakers, recreational activities, discussion forums, classes, workshops and more. By engaging the youth in things that they find interesting and fun, we will be able to earn their trust, build relationships and guide them toward services.

At Auberle last year alone, our staff coordinated, on average, two guest speakers per week, roughly one recreational group activity per month and 575 hours of group community service activities. This extra layer of programming resulted in a steady increase in the number of youth and families we serve each year. In fiscal year 2012, we served 2,374 individuals and families, 3,043 in fiscal year 2013 and 3,260 in fiscal year 2014, representing a 37 percent increase in just two years, in large part due to our shift away from residential to community-based services. Our programs for youth in transition, specifically, have also experienced an increase in the need for services. We served 8 percent more transition age youth in fiscal year 2014 than we did in fiscal year 2013. The number of transition age youth who came to us for job training, life skills and employment services doubled in the last two years. These trends speak volumes to our ability to provide programming that youth want and need. Youth come to us for services because of our reputation and remain with us because of the positive change we are able to help them create in their lives.

Identify Strategy for Core Staffing

The center operations are based on 56 hours over 7 days. The specific hours of operation each day will be determined by youth patterns and will be adjusted to meet their needs. The center will be staffed with volunteers and essential staff during all hours of operation. It is our ultimate goal to immediately provide the interventions that youth seek. By meeting this goal we will provide the young people we will serve with the consistency and reliability that will make the center a destination for them.

Center management will be comprised of a Program Director, Program Center Manager and Coaches/CYF Contacts providing oversight and management of the program, the facility, partners and program and facility staff. The center management will jointly establish the overall welcoming, respectful tone of the center. We anticipate that all staff will have strong leadership skills as well as expertise in working with system involved and homeless youth. The management staff will be passionate about helping young adults achieve self-sufficiency and will ensure that all outcomes for the center are reached. These staff will also bring an understanding of Allegheny County's communities and neighborhoods so that dynamics are clearly understood and potential conflicts are diffused. This leadership team will be comfortable with all youth and will model trauma-informed practices for all staff and volunteers. Additionally, they will work together to monitor youth movement, schedules and service utilization to ensure that the center

programs and services are the most appropriate for the youth being served. This core group will oversee that youth are attending and are engaged in the center.

The center program staff will be comprised of Medical/Clinical Advocates, Youth Coaches, Outreach Staff and an Administrative Assistant. This layer of staff is our most critical level and as such has the highest staffing levels. During all hours of operation there will be a combination of Medical/Clinical Advocates and Youth Coaches to help deal with immediate needs of youth who visit the center. The Outreach staff will work with youth throughout the county who are not able to get to the center and for those youth who are placed outside of Allegheny County. Outreach workers will also help to promote the center and its services to the community at large and will work with the existing YSP Program to help develop strategies to reach all youth in need. The Administrative Assistant will work to support these positions and help with overall service coordination as needed. Central to all of these program staff is the ability to engage and befriend youth who are homeless and system involved. All of these positions will serve a critical function to help find solutions to youth problems, coordinate essential services inside and outside of the center, help youth navigate additional services such as medical and mental health and, most importantly, help youth achieve goals that will lead to their successful transition to a stable, productive life.

The center's program staff will be identified through subcontracting opportunities for agencies that currently provide IL services to the county involved youth. If it is not possible to establish a subcontracting agreement, Auberle will consider hiring the staff from agencies that will be phasing out their existing IL services. We see this effort as an essential step to keep existing relationships between youth and their current worker intact so that they can continue on the path to achieving their future goals with little or no disruption.

Rounding out the center staff are additional center support comprised of a Facility Support Staff, Receptionists/Front Desk staff and Youth Workers. The Facility Support and Receptionists will ensure that all youth are welcomed into the center, will be able to identify and diffuse any critical incidents and will provide general information about the center and its services. The Youth Workers provide a key strategy for the center by providing the youth who are being served with real world work experiences right at the facility. In addition to providing soft skill development, these positions also give the youth a vested interest in the center since they will be part of the team that runs it.

Staff Training

The Sanctuary Model™ of Trauma-Informed Care will be at the core of all staff training and supervision. Every staff person will go through the ten module training as part of their orientation, including all of our partners and contractors. The model provides a tool kit for staff to make the connection between what adverse experiences the youth have experienced and how those experiences are standing in their way of the life they desire. It helps staff better understand the reasons behind a youth's decisions and behavior. The model does not ask youth to change who they are but provides them with an arsenal of resources that reinforce positive self-regard, the importance of future planning and rescripting of negative messages. What is important is that while Sanctuary will be an essential training for staff, youth will also receive training. By

doing this, we're eliminating the barrier between "us" and "them". Breaking down those barriers will create the community atmosphere at the 412 Youth Zone that we envision.

Auberle's Clinical Team provides the absolute best in behavioral and mental health services to our youth. They are also an integral part of ongoing staff training. At Auberle, we employ staff with varying levels of education and experience. The nature of the work requires that some staff have daily one-on-one or group interactions with youth while other staff have more sporadic direct contact with youth. Regardless of those factors, Auberle's clinical team is committed to making sure that all staff have the opportunity to learn about behavioral and mental health. We allocate funding specifically for our clinical staff to educate workers at Auberle. They meet with teams across Auberle to talk about warning signs for mental health issues, how to effectively communicate with youth who have severe trust issues as a result of trauma and methods for de-escalation, just to name a few. The Clinical/Nurse Advocates will provide the same kind of training to the staff at the 412 Youth Zone. Our goal is to maintain a level of knowledge among our staff so that our youth members are able to approach any adult to receive help and direction. We will provide booster trainings as necessary and create training programs based on the requests of staff.

At the 412 Youth Zone, there will be a myriad of services. In keeping with our vision of creating a community with our youth members, we will ensure that all staff are well-versed in all of the services. We want youth to be able to approach their Youth Coach or any others staff with an issue and receive the same quality of help. The youth should feel like their success is everyone's top focus. They will never hear "that's not my job" from a staff at the 412 Youth Zone. The emphasis will be on building trusting relationships where youth feel comfortable to talk about what they need when they are ready. By equipping every staff member with tools to have conversations with youth members about services and resources, we will create countless opportunities for youth members to build positive relationships with adults. By breaking down silos, youth members will have the freedom to seamlessly access what they need without having to tell their story to a stranger at every juncture. This philosophy will be an important component of staff training. All of our partners and subcontractors are fully aware of our vision in this regard and were chosen based on their buy-in.

Supervision

The Program Director will provide direct supervision for the Program Center Manager and the full-time Coaches/CYF Contact positions managed directly by Auberle. As subcontractor agreements are enacted the provider agency will supply one Coach/CYF Contact, one Youth Coach and two Outreach Workers. It is the expectation that the subcontractor agency will retain supervision of their workers throughout this collaboration. Part of the subcontractor agreement will outline the goals that each center worker will be responsible to deliver. The Program Director will regularly meet with the subcontractors to review their employee's progress to goals.

The Program Center Manager will have direct supervision of the Program Support Staff including: Facility Support Staff, the full-time and part-time Receptionists/Front Desk workers and the three Youth Workers. The Coaches/CYF Contact positions retained by Auberle will provide direct supervision for a small group of Youth Coaches, and Outreach Workers, the Medical/Clinical Advocates as well as the Administrative Assistant. The number of Coach/CYF

Contact, Youth Coaches and Outreach Workers that will be managed by Auberle will be determined by the number of subcontractors brought into the collaboration.

Auberle's policies and procedures require each staff member to receive at least monthly supervision. Our supervision practices weave Sanctuary principles into each meeting between supervisor and employee. During each meeting the supervisor reviews with the employee their personal progress to their individual annual goals, a review of open cases that the employee is managing, discussion of difficult situations that the employee is dealing with, plus time to discuss their stress level and how they are managing their self-care plan. The self-care plan is one of the tools from the Sanctuary Model that helps to reduce an employee's exposure to vicarious trauma which directly impacts employee burnout.

All Auberle staff members receive two performance evaluations per year. The first is given at the beginning of the new fiscal year (July 1) at that time the supervisor and employee discuss department goals. Together, the supervisor and employee identify individual goals for the employee to work on throughout the course of the year. The second performance evaluation is held mid-year (January 1). Each year all employees are eligible for Auberle's performance based bonus program which pays a percentage of their salary if they successfully achieve their department/individual goals.

To maintain cohesion at the center the entire staff will meet on a quarterly basis to review progress to goals, discuss programs and services, youth engagement and any other pressing issue. During these All Staff meetings the Medical/Clinical Advocates will provide training that will help the center staff address pertinent issues they are experiencing with the youth who are being served.

In addition to the quarterly All Staff meetings it is expected that the Program Staff and the Facility staff will hold monthly team meetings to discuss issues and ideas internal to their individual departments.

Quality Assurance

As an accredited agency by the internationally recognized Council on Accreditation (COA) since 1999, we have adopted best practices in our Continuous Quality Programming (CQI). As noted earlier, we have been recognized nationally and internationally for the results of our CQI program. All of our partners and subcontractors will be trained in CQI as well.

Our proven track record for quality improvement has lent itself to receiving several awards:

- The Diamond Award – Top regional CEO/Presidents-Pittsburgh Business Times
- Agency of the Year in the country - Alliance for Strong Families and Communities
- A Smart 50 Organization – Smart Business Online
- Wishart Award for Excellence in Nonprofit Management - The Forbes Funds
- Auberle's Director of Community Programs was selected to present at an international conference in Vienna on how to successfully implement performance and evidenced-based programs

Our CQI programming is a vital management tool. We collect both outputs and outcomes including standardized measures, survey results, and critical incidents. We target quality goals

on all programs to produce quality improvements. We continuously seek ways to measure our outcomes – not just outputs. Identifying lead and lag indicators for critical child welfare functions is imperative. We compile and review the results monthly.

Strategy for Tracking and Reporting Center Outcomes and Youth Outcomes: Many organizations measure outputs and outcomes in some context, even if just for contractual requirements with the government or a foundation grant. Auberle is dramatically different because over a decade of experience has taught us to use data to identify areas of needed improvement and to implement improvement plans in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes. Our CQI programming is a vital management tool. We have a broad based organization-wide process inclusive of staff and stakeholders. We collect both outputs and outcomes including standardized measures, survey results, and critical incidents.

Every team at Auberle sets annual goals to improve quality outcomes. Each team then reports its progress on each goal monthly. Identifying lead and lag indicators for critical child welfare functions is imperative. The vast majority of the time – across all of our programs – we are successful with children, youth and families. And while we celebrate this success, we also do something that is often uncomfortable – we carefully examine what happened with each case that did not succeed, in order to understand what prevented this child or family from succeeding. Only by examining our failure can we really understand what needs to change to constantly improve quality. Even programs with 95% or 98% success look at the 5% or 2% to see what we can learn. We then target change to constantly improve. In every service area this process includes satisfaction surveys that we administer to referring county workers, as well as the children and families served.

We then take this process further with two key steps. We retain an independent Psychological Statistician and Licensed Psychologist to determine which reliable and valid instruments we use to measure outcomes, as well as to conduct rigorous data analyses and statistical procedures to document the outcomes and suggest further improvements. We then coordinate our outcome measurements with county metrics so we are all working together to deliver improvements in program quality. Agencies and the county each have important pieces of the picture. By coordinating our efforts, we have the greatest opportunity to have our children and families succeed.

We expect to use this same process for the 412 Youth Zone programs, and we expect our subcontractors and partners to participate in the process so that this program can constantly evolve with the needs of the youth to deliver the valid and exemplary outcomes that the County is seeking as the return on its investment in the program.

Component Two: Core Services

Life Skills: Auberle has extensive experience providing life skill training and experience to youth and young adults. We have two Semi-independent Living Programs, a Transitional Housing Program, a Workforce Development Program and an Independent Living and Aftercare Program that all offer intensive life skills preparation to youth and young adults. We also build prototype studio apartments to help youth learn life skills. We will do the same at the 412 Youth Zone. Expanding on that experience, we will train drop-in center staff and volunteers to provide these services on a scheduled, ongoing basis to our members. Last year Auberle offered life skills development and services in the following areas:

1. 79 youth received direct food assistance
2. 6 youth were connected to energy assistance programs through Dollar Bank and LIHEAP
3. 22 youth were given interview-appropriate clothing
4. 19 youth were provided with a mentor who worked one-on-one with youth to address life skills and receive individualized guidance
5. 17 youth earned a driver's license through Auberle's free driver's training program
6. 32 youth opened their first checking account
7. 180 youth received assistance with transportation including free bus passes/tickets
8. 209 received case management to connect with outside resources
9. 80 youth received assistance with document recovery (social security cards, birth certificates, state I.D.)
10. In total, 227 youth received life skills training, mentoring or services in the 2013-2014 programming year.
11. In fiscal year 2009, 99% of our youth secured stable housing, 99% in fiscal year 2010 and 100% every year since.

Life Skills Development Plans are individually tailored for each youth and young adult. Life skills will be offered on a daily basis at the drop-in center as youth prepare meals, do laundry, receive transportation assistance and help navigating the public transportation system. We have developed a partnership with the Allegheny County Library Association to help youth sign up for library cards and access the entire library system. They have also agree to a host of other educational and enrichment services and will help youth connect with their local library so that they always have a safe place to go. We envision that life skills enrichment will happen no matter what activity our youth members are participating in. Even social time interacting with one another will give them a chance to build interpersonal skills, resolve conflict and build relationships.

A primary focus of our life skills services will be a focus on future planning including education and career planning. Four local universities have provided a letter of support agreeing to host youth on overnight campus trips and other college exposure activities to help youth imagine themselves at college. Also key to life skills is hiring youth to work at the 412 Youth Zone. Having youth members as employees will inspire others to believe that they can have jobs as well. We have financial literacy opportunities arranged through the Allegheny County Library Association and Huntington Bank which will work nicely with the county's Passport Program.

Auberle will have volunteers on-site daily for tutoring, to help youth open bank accounts, study for their driver's exam or create email accounts, to name just a few services. Youth coaches will also be onsite each day to assist with the coordination of services both within the 412 Youth

Zone and with outside agencies and referrals. As with all of the services provided at the facility, we will solicit youth input on an ongoing basis about what life skills training they would find most helpful. Our current programming has a very active Youth Advisory Board that will provide input into the 412 Youth Zone and grow with its inception.

The Arts: The importance of arts in helping to build a community of individuals who share common experiences cannot be overestimated. Art has the ability to disarm people and allow healing to begin. Auberle is committed to helping young people with their transition to adulthood through many outlets. Because we recognize the importance and profound impact that a robust arts program can have on the success of a one-stop center for transition age youth, Auberle intends to enter into a sub-contracting agreement with the Community Theater Project who operates and produces programming for the Kelly Stayhorn Theater and Ally Studios. Under KST's direction, we will assemble a group of youth members who will be served by the center, youth coaches, and teaching artists from many disciplines to help guide the art experiences that will be offered at the center.

The art offered to youth at the 412 Youth Zone will be built with a commitment to the following values: **A sense of community**, we will build a community of young people from a variety of backgrounds and shared interests and experiences, **a commitment to equity**, we will emphasize activity that does not glorify individual success, but prioritizes group or collective success, and **a commitment to inclusion**, we will increase cultural knowledge and broaden the range of arts experiences, including experiences across racial, economic and cultural barriers. KST and Auberle has built additional partnerships for this proposal with The Cultural Trust, Point Park University and Tickets for Kids to help coordinate diverse opportunities for our youth members to experience various cultural arts and other activities offered throughout the Pittsburgh region. KST will coordinate all arts programming and opportunities to attend additional art events throughout the city.

Auberle has also established a partnership with the MLK Mural Project to create artwork all over the 412 Youth Center. Youth at Auberle have created trauma-informed artwork with their help that is currently hanging at Auberle's main campus, Allegheny County courthouse and the Westmoreland County courthouse. You can even catch our youth's amazing artwork in the trailer for the movie, *Southpaw*, that was partially filmed at Auberle.

Housing: Auberle has vast experience providing housing and supportive services. We provide Transitional Housing for homeless young men through the Department of Housing and Urban Development's (HUD) Continuum of Care (CoC). We are considered a top-tier transitional housing program because of our ability to meet and exceed the expectations set forth by HUD. The purpose of the program is to help homeless young men achieve stability and, ultimately, independence. The case managers in that program work with the youth to coordinate service for everything from mental health concerns, drug and alcohol addiction, to workforce services and life skills. Our Independent Living and Aftercare (ILA) Program staff consistently helps youth maintain or secure permanent housing. Much like the vision for the 412 Youth Zone, Auberle creates a continuum of services for our youth to address all of the barriers standing in their way to self-reliance. As a member of the CoC, Auberle has close relationships with shelter and housing programs across the county as well as supportive service providers.

We are very familiar with the needs of transition-age youth. We have collaborated with ACTION Housing, FamilyLinks and Community Human Services. We have also secured letters of partnership from the YWCA and Catholic Charities who will provide housing counseling to our youth members. Youth Coaches/Outreach will be trained to help members search for affordable apartments and help to set up viewing appointments. Youth Coaches/Outreach will also be available to visit the potential apartments with the members if they choose. We follow this process in our Independent Living and Aftercare Program and have experienced tremendous success. It will be important that the members have the support of the Youth Coaches/Outreach while still feeling empowered to make decisions about their housing. We will also make referrals to ACTION Housing's MyPlace program for aging-out youth in need of housing.

Education: Academic concerns for our youth members are another critical area for intervention. Education attainment is a key step for young people to break the cycle of poverty and reliance on social service support. For decades Auberle has provided service to young people who are dramatically behind academically. It is normal for a teen referred to Auberle to read at the third grade level. Young people who experience high levels of trauma are not able to focus on academic attainment. In these cases, Auberle staff provides target tutoring to help youth advance in their academic achievement. Last fiscal year 65% of our young residential population attained a 3.0 or higher and 100% were at or above a 2.0. This is a significant achievement for our youth since we know that they have experienced high levels of trauma and instability. Auberle staff work diligently to help all of the youth we serve advance their education. We consistently have 100% of our eligible seniors graduate from high school.

Auberle is so committed to education that we offer two college scholarship opportunities available for our eligible youth. Auberle, in partnership with California University of Pennsylvania, has established the Auberle Good Kids Endowed Scholarship Fund and the University of Pittsburgh scholarship used toward tuition for enrolling students. Both scholarship opportunities are available to any young person who has received services from Auberle and would be available to youth members. We have developed a partnership with Advancing Academics as well. Advancing Academics is an organization that helps high-achieving, low-income students complete scholarship applications, grant applications and, college entrance applications and federal financial aid paperwork.

DHS Education Liaisons will be key in providing stable and continuous academic support. With the Education Liaisons' help and through our partnerships with AIU we will help youth members achieve their academic goals. The AIU and Auberle have a long standing relationship. Together we provide seamless education for youth served by our residential programs. The service is so integrated that the youth never even realize that the AIU teachers are not part of Auberle's staff. The AIU will provide a minimum of 6 hours a week of GED tutoring and career casework for the 412 Youth Zone as well as a high school academic tutor. It is our goal to provide regularly scheduled education services so that you members can establish consistent participation.

We also recognize the need to connect youth experiencing homelessness with their home school district if they are still enrolled. Auberle is a partner of the Homeless Children's Education Fund and has received critical funding from them to offer a computer lab as well as college visit field trips to our transitional living facility, Movin'On. Auberle is also a long time member of the

Homeless Education Network. We believe in keeping youth engaged in an established learning environment whenever possible and will work to make that happen for the youth we serve in the center.

Childcare and Parenting Support: Auberle has long worked with children and their families to help break the cycle of dependence on the child welfare system by working with young parents to help them gain the parenting skills they may have never experienced. Auberle's highly trained staff have logged thousands of hours supervising birth family visits, providing parenting training and helping parents solve critical issues so that their family can either stay intact or reunite as quickly as possible.

Auberle will enlist the help of the Bright Horizons Foundation for Children to design a Bright Spaces room for child care for the young parents who will visit the center. Bright Spaces are warm, safe, enriching places in homeless shelters, domestic violence shelters, and other agencies for children and youth experiencing homelessness or other crises to: build caring relationships, heal from trauma through play, and experience the joy of childhood.

Auberle has also established a partnership with The University of Pittsburgh's Office of Child Development (OCD) for this project. The OCD will partner with us to develop the child care component of the center. We have also established a partnership with UPMC's School of Nursing who will send nursing students and/or faculty to the Center for health education classes around child health needs. Plus Auberle's on-site medical/clinical staff assigned to the center will be available to provide parenting education based on the needs of the young parents served.

Food: Serving nearly 100 meals per day in Auberle's various locations - we use our commercial kitchen and home-based kitchens as teaching environments for the young people we serve. We teach youth daily living skills around food including menu planning, shopping efficiently, making healthy food choices, food preparation, safe cleaning practices for kitchen equipment and food storage. We will prepare a healthy evening meal each day. The meals and healthy snacks will be open to the members and their children, as necessary. Youth coaches will be equipped with Giant Eagle gift cards to help members with emergency groceries. The Greater Pittsburgh Community Food Bank (GPCFB) has agreed to provide the 412 Youth Zone with: a Food Pantry, onsite hot meal programs, Grab n, Go single serve meals and community service and job training. As a GPCFB Food Pantry, we will operate fresh produce distributions, nutrition education, recipe cards, kid friendly cooking activities and 3 to 5 day supplemental supply of groceries for youth members in need.

We will youth to work in our kitchens to prepare, serve and clean-up after meals. Youth members will be able to enroll in the ServSafe Food Handling Certification in our commercial kitchen. It will be important for youth members to see other youth working at the 412 Youth Zone to serve as positive role models and drive home that the facility is truly youth-driven. Auberle also coordinates a youth-run catering business that we will extend to the 412 Youth Zone. Our students have catered several DHS events at many locations. They have also done two weddings, corporate, government, court and foundation events across the county. These opportunities can be life changing for the youth members that we will serve. They will begin to see their own potential to create something amazing that is appreciated by others. Our programs

will set our youth members up for success and start them on a path where that kind of recognition is customary, not unfamiliar.

Medical Health and Behavioral Health: For young people who are experiencing homelessness mental health and drug and alcohol issues are a critical need that requires immediate intervention. The Pennsylvania Title IV-E Independent Living Program complied by the University of Pittsburgh for program year 2014-2015 underscored the need for immediate mental health resources for the young people served by the existing independent living services provided by Allegheny County. Unfortunately, some of the providers were unable to provide this intervention within their agency so outside referrals had to be made resulting in transportation and appointment management issues for the young people and the provider. Auberle has extensive experience providing a variety of behavioral health services to adolescents and youth in transitions. Because of our unique understanding of the population that will be served through this project, both medical and behavioral health services need to be available in real time when a youth “drops-in”. Because of the inconsistency exhibited by this population, they are not readily available to maintain routine scheduled clinical or medical appointments. That is why the burden of consistent, reliable services offered on a regular basis will be a critical focal point of Auberle’s drop-in center model.

If awarded the contract, Auberle plans to have the center licensed as one of its OPMH satellites so that we will be able to immediately provide mental health and drug and alcohol assessments and interventions as needed. Auberle has extensive experience as a credible Health, Clinical and Drug & Alcohol Provider:

- During the most recently completed fiscal year,
 - 100% of our outpatient mental health clients were discharged positively
 - 100% of our outpatient drug and alcohol clients were discharged positively
 - 100% of our residential drug and alcohol clients were discharged positively
 - 93% of our residential mental health clients were discharged positively
 - Auberle’s Clinical Team added six (6) additional certifications in arson prevention and in Trauma-Focused Cognitive Behavioral Therapy
 - Auberle’s Clinical Team expanded the number and variety of group therapy options to better meet the needs of our clients
 - Auberle’s Therapeutic Challenge Course started a new bereavement program for youth suffering with loss and grief

Auberle has established relationships with leading health care providers such as Dr. Elizabeth Miller, Chief, Division of Adolescent and Young Adult Medicine Children’s Hospital of Pittsburgh, Children’s Hospital of Pittsburgh, UPMC’s Dental van, Omnicare Pharmacy, Quest Diagnostics, UPMC School of Nursing – all of which work closely with us to ensure quality care of our shelter and residential youth. If awarded the contract this group of providers will work with us to develop plans of intervention and care based on their expertise and based on the needs of the youth that will come to the 412 Youth Zone. Catholic Charities has also agree to make their dental, medical and vision services available to the youth members. Catholic Charities is located within walking distance of the Wood Street facility. All medical partners will provide regular, consistent services at the center. Our goal is to quickly establish consistency with the young people so that they will be able to show up and receive medical consultations as needed.

To ensure that youth members have immediate access to the care, Auberle's highly trained staff will be able to wear several hats: evaluator, practitioner and then advocate. Engagement and assessment will begin with Youth Coaches and Outreach Workers engaging the youth in a conversation as an initial be-friending strategy. Auberle's Youth Coaches and Outreach Workers will receive training from our expert crisis management staff who will train them on how to quickly establish a rapport with the young adult in need. Once this rapport is established the Youth Coach will identify the young person's needs and will connect them to services immediately.

In addition to the Youth Coaches and Outreach Workers, Auberle's center will employ medical and clinical advocates who are highly trained individuals who will be on site to provide immediate services to young people. The advocates will be able to respond via a trauma/risk based assessment and engagement protocol and serve as educators and advocates on behalf of the youth. During all initial health assessments a safety plan will be developed to identify potential risk issues such as self-harm or harm to others, exposure to human trafficking, violence and abuse requiring further intervention.

Legal: Auberle has great relationships with Kids Voice and Conflict Counsel through the work that we do for youth in the child welfare and juvenile justice systems.

Prevention Education: Auberle has programming to address all three levels of prevention education. We will offer space at the site for both agencies to meet with their clients to discuss pending legal issues. Because we recognize that not all youth members will be service through Kids Voice and Conflict Counsel, Auberle has pulled in legal partners who can help to fill the gaps in legal services as needed.

Primary prevention – includes efforts to prevent the development of a problem in a susceptible or potentially susceptible population (transition age youth) through the provision of information/ education and referral services. These are Efforts to prevent the need for unnecessary system involvement.

Secondary prevention – includes efforts to limit an existing or emergent consumer dependency on systems (such as system-involved transition age youth) and limit the need for more intensive services through the use of early diagnosis and prompt intervention.

Tertiary prevention – includes efforts to limit the degree of disability, promote rehabilitation, and stabilize or restore function in consumers with chronic and irreversible conditions. Many transition age youth have identified challenges and we will provide services to prevent a crisis from occurring and mitigate their impact if they do occur.

To do this - Auberle has several evidence based programs that it will be incorporating into the 412 Youth Zone. Clinical staff members have been trained in Aggression Replacement Therapy (ART) which is a series of lessons on learning violent free ways to resolve conflict. Dr. Liz Miller has worked extensively with Auberle's staff who works with adolescent and young adults around a curriculum on Adolescent Relationship Abuse. This curriculum also trains staff to be comfortable with conversations with youth around abuse and unwanted sex, and forced pregnancies and abortions as a form of abuse and control. University of Pittsburgh Nursing students will also provide education in prevention. Lastly, Auberle has representation on the

African American Boys and Men Trauma Work Group sponsored by Allegheny County Department of Human Services, FISA Foundation the Heinz Endowments. We also participate in the Heinz Endowments Gender Norms Girls of Color Work Group and we are implementing the Coaching Boys into Men initiative. All of these offerings will be woven into programming for the 412 Youth Zone.

Auberle also has a partnership with Center for Victims – a comprehensive victim advocacy and service provider who works with men women and children impacted by crime and violence. They also offer conflict resolution and mediation training which helps young adults resolve conflict peacefully and find ways that everyone wins. They also provide an overview of services that benefit those impacted by violence.

We will reach out to the Allegheny County Health Department and the Pittsburgh AIDS Task Force to provide prevention education groups at the Center.

Additional Services: Auberle has established a subcontractor agreement with the YWCA for gym space for our youth members to participate in regularly scheduled physical activities. We will offer a wide range of physical activities from yoga, to dance classes, to basketball tournaments. Providing services like this are essential to gaining the initial engagement from youth and helping them to view the 412 Youth Zone as a place they want to be.

Component Three: Facility Development

Auberle has researched and toured various facilities as options for the One-Stop Center. Auberle analyzed the facilities and found that the Wood Street Commons located at 300 Wood Street, Pittsburgh, PA would be the facility that would best serve the youth that will be utilizing the 412 Youth Zone. The facility is located in the city and is on a main public transportation route. Currently there are three vacant floors in the building that can be utilized for the center. The current space is vacant space that is prepared to be transformed in to state of the art space. In order to accommodate the various functions of the program as outlined in the RFP it is projected that approximately 13,000 square feet of space would be needed. Each available floor at Wood Street Commons consists of approximately 9,731 square feet of space. Approximately one full floor and half of another floor would be needed to accommodate the center based on a preliminary floor plan.

The available space can be transformed into a very welcoming, vibrant and safe space for the youth that will utilize the center. The “ideal” center will not only have all of the amenities to serve the youth but will be a safe haven for the youth as well. Auberle is a certified Sanctuary agency. The Sanctuary model would be incorporated in to the 412 Youth Zone. The 412 Youth Zone will be renovated in a manner that is not only attractive to the eye but will incorporate the following critical Sanctuary elements which are: physical safety, psychological safety, social safety and moral safety.

Auberle is a leader and an expert in the sector in promoting safe facilities. Auberle staff has conducted a national webinar and presented at the Alliance for Strong Families and Strong Communities National Senior Leadership Conference on Trauma Informed Safety and Security. Auberle has implemented several techniques/strategies into their facilities which promote the

physical, psychological, social and moral safety of the youth, staff and guests that utilize the facilities on a daily basis. Several extra layers of safety and security are incorporated into the construction and design of the facility but are transparent to the eye. This ensures the best possible safe haven from a physical standpoint but is non-threatening to the users of the facility which stimulates the psychological, social and moral safety.

The youth members will play a major role in the design of the facility. Focus groups will be held with the youth along with the design team to get their insight into what will make the facility appealing to them. Auberle has utilized the youth in the above manner in new construction with the design of several facility projects. Auberle also incorporates the youth in to the projects through their duration. Auberle requests that the various trades working on the project conduct open houses so the youth can see the various trades in action and expose them to possible career paths. Contractors have also hired the youth as apprentices and have worked on just not internal projects but have provided services for other social entities that have retained the youth and their mentors to do renovations projects that have consisted of demolition work, framing, dry-walling, carpet installation, painting and etc. If Auberle is selected for the lead for the center the youth will play a role in all of the above including working on the project with the various trades associated with the project.

Beside the construction trades involved with the project the youth members will play a role in the decorating of the space throughout the center. Art work produced by the youth will be featured throughout the facility showcasing the individual talents of the youth. The youth will be involved in various murals / mosaic work that will be incorporated at the site as well.

The center will contain all of the key amenities as outlined in the RFP. All of the spaces will be ADA compliant. The center will have a youth oriented lounge area where the youth can relax, grab something to eat, watch TV, interact with their staff, etc. There will be computers available at the site but if a youth would like to use their own device will be able to access the wireless technology that will be available to them at the center this technology will be available to staff and guests as well. There will be multi-purpose rooms that can serve as a classroom, group room, art room, dance studio or training room for the youth. With youth input, we'll create a performance space. With the help of Auberle's Therapeutic Recreation Coordinator, we will provide one-of-kind recreation activities informed by the youth members' interests. The spaces will be vibrant learning spaces that will be stimulating to the youth. The center will have a kitchen where the youth will be able to prepare meals and learn cooking skills. The kitchen area will serve as a great space to teach this basic life skill to the youth. The youth will be able to play a role in producing the meals for the youth at the center if they would like to participate in a culinary opportunity if they desire. We recognize that food is a draw for youth and unfilled basic need for some.

The youth will be able to recreate at the center as well. There will be a fitness center with a noise absorbing floor. If needed the youth can use the laundry room to wash their clothes or the staff can use the laundry room as an opportunity to teach life skills and teach youth how to properly due their laundry which may not know how to properly wash their clothes. We will also offers lockers, a change area and showers available. The 412 Youth Zone will also have a Bright Spaces Child Care Room within the center itself for the youth that have children. They would be

able to drop-off their children so they can utilize the various services offered by the 412 Youth Zone.

Staff will also have all of the needed amenities available to them. There will be private offices, shared cubicle space (hoteling concept), private meeting rooms in order to meet with a youth member in a one-on-one setting. The Receptionist for the facility will be located in a secured work space where they will be able to greet the youth and guest as they arrive and point them in the right direction. It will be important as well to ascertain feedback from staff in regards to what they vision the 412 Youth Zone to encompass and get their insight as well to ensure that the space is meeting their needs.

The 412 Youth Zone will have controlled door access systems. The doors to the center will be able to be access by using a membership card this will apply to staff and youth. The elevators can be programmed to only provide access to these floors for the youth members and staff. The stair exits can be controlled as well which will truly make the center its own entity within the building which will prevent others from wondering to the space and the youth from going to other parts of the building which is not applicable to them. Video surveillance will also be utilized.

Auberle has facilitated major new construction and renovation projects at their various locations. Auberle has access to the needed resources such as architects, build / design teams, engineers, general contractors, contractors and needed vendors to execute a project of this nature from start to finish in a timely and cost effective manner. Auberle would select the partners that could provide the services being requested that would provide quality, complete project in establish time frames and do so within the established budget for the project. Also, Auberle is very familiar with Allegheny County requirements for the M/W/DBE goal associated with this RFP. Outlined below would be the proposed time line for this project. The timeline is based on the public bidding process.

- County awards the contract for the One-Stop Center – May 31, 2015
- Notice to proceed with design June 8, 2015
- Approved drawings and design July 6, 2015
- Permitting and Bidding July 13, 2015
- Walk through for Bidders July 20, 2015
- Final bids due July 31, 2015
- Release to Subcontractors August 10, 2015
- Material Acquisition August 17, 2015
- Construction begins August 24, 2015
- Construction completed November 6, 2015

During the course of the project weekly project meetings will be conducted at the site with all contractors. Weekly activity reports will be issued with milestone dates for the project to all contractors. Minutes of all project meetings will be kept for all meetings pertaining to the project. The Auberle Director of Facilities and Management will be the liaison for all parties throughout the project.

3. Organizational Experience

a.) Provide a brief overview of your entire organization, the range of all services you offer, current contracts, your geographic coverage and the size of your operating budget.

Since 1952, Auberle is where life changes for kids and families. Our mission is to help troubled children and families heal themselves. Auberle is a nationally recognized social service agency that serves counties in the Southwestern PA region with annual operating budget of \$13 million. The agency serves over 3,250 at-risk children and families each year through programs centered in trauma-informed care. We are a Sanctuary Model of Trauma Informed Care certified agency, serving 60% of our clients in their home, school or in their community. We offer community-based services, behavioral health programming and out-of-home care. Programs that speak to our experience serving youth age 16-24 are listed below:

Programs for you ages 16 to 24 -

- *Independent Living and Aftercare*
- *Employment Institute* offers soft skills training, nationally recognized certification programs, job placement services and supportive services.
- *GATE/Bloom* program provides shelter, stabilization and semi-independent living for young women.
- *Movin' On* transitional housing program provides stability and life skills for homeless young men ages 16 to 24.
- *GOAL* program is a semi-independent living program to help young men prepare for self-sufficiency through educational support, life skills and job readiness.

b. Describe your organization experience working with at-risk youth ages 16-24

Auberle offers *Independent Living and Aftercare* - Last fiscal year our program had 100% of participants in stable housing and 2/3 with their high school diploma or GED enrolled in post-secondary education or vocational training. 80 youth received assistance recovering a social security card or birth certificate as a pre-requisite for employment, 17 youth earned driver's licenses and 19 youth received an adult mentor

Last year, 30 out of the 37 youth served were employed while living at the GOAL Program. *Movin' On* beat the federal target for permanent housing (80%) by 14%.

Our *GATE/Bloom* program had a 90% positive discharge rate over the last three quarters of the year. We bring in dozens of volunteers each year to provide unique and impactful programming specifically for the girls.

The Employment Institute doubled in size since last year and received referrals from over 40 social service agencies. We helped 77 youth obtain jobs, 80% of those retaining their jobs for six months or more. Our youth also earned, on average \$10.20 per hour.

c. Describe your organizational experience running a facility-based program

We have 60 years of experience running facility-based programs we have operated many facilities in 3 counties, each selected, designed and built to serve that program. Our youth help

design, maintain and upgrade our facilities and we go above and beyond just meeting our needs. The National Wildlife Federation certified our main campus as a Wildlife Habitat, the only one designed, built and maintained by youth. The Alliance for Strong Families and Communities national conference chartered a bus to visit our girl's campus and our main campus to hear about "Healing Gardens" design principles and how we involve youth in facilities. Our youth create art therapeutically and display it to instill pride in the artists and create a welcoming atmosphere for other youth. Our youth murals are displayed in our buildings, in ACJC Courtrooms, and 10 on display in the Westmoreland Family Court.

Our SNAP[®] program started with police and school referrals now is overwhelmingly driven by families that successfully completed the program referring neighbors. Our ILA program exceeds its budget every year. We are successful in recruiting high quality foster parents and hundreds of volunteers. We are a member of two regional interdenominational ministeriums enhancing our outreach and acceptance in Pittsburgh and the Mon Valley.

d. Describe your organizational experience using data to measure and improve program and client outcomes

We have been accredited by the internationally recognized Council on Accreditation (COA) since 1999. We were recognized by the foundation community regionally with the Wishart Award for Excellence in Nonprofit Management and initially recognized nationally for our benchmarking performance as a Top 10 Performer by the Alliance for Strong Families and Communities. The Alliance then recognized us at their National Convention in 2012 as Agency of the Year in the country because we tracked outcomes in every aspect of the agency, and achieved high outcome levels measured across the country. In the last 12 months, the business community has recognized us with five major regional awards for our ability to deliver outcomes in a variety of areas. Auberle was selected to present at the International Academy of Law and Mental Health in Vienna, Austria in July 2015 on implementing an evidence-based program with fidelity. Dr. Leena Augimeri, developer of SNAP[®] at the Children's Institute of Toronto, said Auberle was selected from their programs in 15 countries around the world because of "how Auberle has been able to implement [SNAP[®]] with high fidelity and integrity and build a SNAP[®] community of practice." Dr. Rolf Loeber from the University of Pittsburgh completed and is publishing a four-year study documenting the effectiveness of Auberle's SNAP[®] program outcomes.

Every team at Auberle sets annual goals to improve quality outcomes, reports its progress monthly, celebrates success, and carefully examines each unsuccessful case to understand what change is needed. In every service area this process includes satisfaction surveys to referring county workers, children and families. We also retain an independent Psychological Statistician and Licensed Psychologist to determine which reliable and valid instruments we use to measure outcomes and to conduct rigorous data analyses and statistical procedures to document the outcomes and suggest further improvements. We then coordinate our outcomes with county metrics so we all work together to deliver quality program improvements.

We will use this same process for the Center programs and expect our subcontractors and partners to participate in the process so that this program constantly evolves with the needs of the youth to deliver the valid and exemplary outcomes that the County is seeking.

e. Why do we think a one-stop shop approach can improve the engagement of youth in services and increase youth achievement?

Youth with involvement in the child welfare system and those who have experienced homelessness come from histories of trauma. In most instances, the staff at the 412 Youth Zone will have one opportunity to make an initial impression that engages the youth. A huge benefit of the one-stop shop model is having multiple avenues to engage the youth immediately. It's a bold effort to expand connections with transition age youth by centralizing the services they need. The 412 Youth Zone will provide a safe environment, where bonds can be formed, traumatic pasts can be confronted and promising lives can be built. It will create a nonthreatening environment for youth to express themselves and be understood. For some this will be a new experience. We will be uniting the combined years of experience of the staff, a broad network of services and connections and a collective drive to help youth in need.

What are the challenges we anticipate?

The challenges we anticipate involve the transfer and building of trust among the youth. They may also have an initial reluctance to coming to the new center, making the strategic coordination of partners so critical. We will create an atmosphere where youth don't see a building with tons of services but rather one organization designed to meet their needs. The physical and emotional security of the facility will be a challenge as well. For that reason, we will implement best practices, as we currently do at all of our facilities, in trauma-informed security and facility design.

f. Describe your experience providing culturally-competent, linguistically competent, and gender-responsive services. Include specific information on staff training, how staff skills and proficiency are assessed in this area, and what steps supervisors and managers take to ensure that services delivered meet these criteria.

Every new hire is trained in cultural competence that includes all kinds of differences in people, not only race but also ethnicity, religious identity, gender identity and a general expectation to accept people from all walks of life. We implement the Sanctuary Model and solicit the services of translators, interpreters and adaptive equipment and technology when language is a barrier to service delivery.

In 2012, Auberle launched the Girls Program Initiative to expand our Stop Now and Plan® Program to include a girls' specific iteration and the creation of a new girls' residential program and facility. To enhance what we were able to offer the girls, we designed a volunteer recruitment initiative specifically for our girls programs. Both of these programs are still operating today and are highly successful.

Auberle's ILA Manager is a member of the DHS LGBTQ Community of Practice focus group that focuses on the intersection of cultural identities for youth in child welfare. We also have representation on the African American Boys and Men Trauma Work Group. Our COO is a member of the Heinz Endowments' Gender Norms Girls of Color work group and we are trained in the Coaching Boys into Men (CBIM) curriculum. We are heading up a regional study with the Dr. Elizabeth Miller, head of adolescent medicine at Children's Hospital of Pittsburgh, to evaluate the effectiveness of CBIM.