

i. Executive Summary

Pressley Ridge's Family Foster Care for Young People program is a collaborative effort with the Allegheny County Department of Human Services and other community-based providers to provide foster care and essential wrap-around services to youth and families in need.

Pressley Ridge's Family Foster Care program is based on the philosophy of Re-Education (Re-ED), the core philosophy for all Pressley Ridge programs. The intent of Re-ED is to utilize the unique strengths, gifts and talents of children. The principles of Re-ED support a normalized environment, ecological principles, and a well trained staff. The primary agents of change are those that directly engage with the youth and family on a regular basis creating and sustaining trusting relationships with the youth/families they serve. The Re-ED philosophy is supported by the integration of Family Engagement strategies. Every family experiences good times as well as bad, and Pressley Ridge teams take time to explore the good times. This style of work demonstrates Pressley Ridge's belief that all parents care about their children and allows families to feel free to take a chance on change, and to negotiate the specifics of goals and objectives without compromising the safety of family members. Pressley Ridge understands that in order to establish a working relationship with families, it is necessary to meet the family where they are – both physically and emotionally. Pressley Ridge understands and encourages its partners to understand that family members who are engaged with the team feel that their opinions and views are heard and respected; believe that the team supports their aspirations and dreams; feel they are not being judged; and believe that they are supported emotionally and concretely. Through family engagement strategies, Pressley Ridge staff will actively engage family members into all aspects of care and tailor interventions to meet the youth and family where they are, engage in collaborative planning with the family to identify strengths and needs, and agree upon goals and objectives to best meet their current condition.

Pressley Ridge provides a continuum of foster care services in Pennsylvania ranging from emergency shelter services, respite, foster to adopt, traditional foster care, Treatment Foster Care (TFC), and Community Residential Rehabilitation (CRR). Pressley Ridge has a long-standing history of serving the Allegheny County region, the ability to adapt services based on youth and family needs, and the willingness to contract for multiple levels of care in Allegheny County. Family Foster Care for Young People services in priority neighborhoods in Allegheny County will be supported by existing collaborations with Allegheny County DHS/CYF; experienced and qualified staff with the cultural competency to meet the needs of the target population of pregnant and parenting Young People (including mothers and fathers), LGBTQ Young People and Young People who are new to the United States; a committed focus to family engagement strategies that support both families of origin and foster families; an established foster parent recruitment/retention/training and support protocol; and an extensive quality assurance and improvement system. Pressley Ridge's Family Foster Care for Young People program will support the intent of the program to 1) increase the availability of qualified foster families for young people through recruiting, licensing, training and supporting foster families, and 2) work substantively with young people, families of origin and/or foster families to provide comprehensive and wrap-around service and supports.

Pressley Ridge views the Family Foster Care for Young People program as an opportunity to expand on the agency's experience working with youth in foster care to strengthen and support family systems and to promote the safe and successful transition of youth to adulthood.

ii. Proposal Narrative

Organizational Experience and Capacity

1. List what current contracts your organization has with DHS and other PA counties to provide family foster care programming: Pressley Ridge currently holds contracts with twenty-four (24) counties in the Commonwealth.

Program Type	Contract with	Date Contract started
TFC/CRR	Allegheny County	1981
TFC/ CRR	Washington County CYS	2004
TFC/ CRR	Fayette County	2006
TFC/ CRR	Westmoreland County Children's Bureau	2008
Foster Care	Lancaster County	2008*
Foster Care	Blair County	2008*
Foster Care	Bucks County	2008*
Foster Care	Berks County	2008*
Foster Care	Dauphin County	2008*
Foster Care	Lebanon County	2008*
Foster Care	Delaware County	2008*
TFC/ CRR	Cambria County	2009
TFC/ CRR	Erie County CYS	2009
TFC/ CRR	Greene County CYS	2009
CRR	York County	2011
CRR	Adams County	2011
TFC/ CRR	Mercer County	2011
TFC/ CRR	Bucks County	2012
TFC/ CRR	Lackawanna County	2013
TFC/ CRR	Indiana County	2014
TFC/ CRR	Venango County CYS	2014
TFC/ CRR	Bradford County CYS	2014
TFC/ CRR	Wayne County CYS	2014
TFC/ CRR	Delaware County	2015

**July 1, 2008 merger, contracts transferred to Pressley Ridge from existing agency.*

2. Since 1990, has any contract that your organization held with a government entity (local, state, or federal) been terminated? If yes, please describe the nature of the contract, name the jurisdiction with which the contract was held, the year that the contract was terminated and the reason for the termination of the contract.

No contracts held by Pressley Ridge have been terminated.

3. Describe your history of providing services for Young People:
 - a. Please complete the table below:

		2013	2014
2a	How many Young People ages 12-21 were accepted for placement in your family foster care program?	16	9
2b	What is the rate at which Young People ages 12 through 21 left your family foster care program for congregate care (group home or residential settings; excludes Independent Living and Residential Treatment Facility) placement.	21% (3/14)	8% (1/13)
2c	What is the rate at which Young People ages 12 through 21, who were placed in your family foster care program, moved from one foster home to	3% 2 moves	5% 1 move

	another within your program? List the total number of moves.	(2/28)	(1/20)
2d	What is the number of Young People ages 12 through 21 who were placed in your family foster care program and ran away for longer than 24 hours at least one time?	1	1

- b. Please identify your organization's strengths and areas in need of improvement in working with each of the following populations: direct work with Young People, work with the Young People's family of origin, work with foster parents who serve Young People.

Since 1832, Pressley Ridge has understood that all children can change and grow and that all families can use support. Pressley Ridge has a long and distinguished history of serving children and families across the northeastern United States and overseas. Pressley Ridge currently cares for almost 5,400 children annually through Residential options, Foster Care connections, Community Based support and Educational opportunities. With over 60 programs in Delaware, Pennsylvania, Maryland, Ohio, Virginia, and West Virginia, Pressley Ridge delivers vitally needed individualized services to children who have been abused, neglected, or diagnosed with serious mental and emotional illnesses. Pressley Ridge is often a provider of last resort -- touching children and their families at every level of the community when they are most in need of help. Pressley Ridge's mission is to "do whatever it takes to create success for children and families."

Pressley Ridge's history and success in working with young adults in residential foster care or community-based services affords the organization valuable experience in understanding the complexity of moving through adolescence into young adulthood with multiple challenges. Pressley Ridge's guiding beliefs, therefore, begin with knowing that all young people deserve trusting relationships. In turn, young people respond by beginning to trust themselves, and eventually new sources of support. Pressley Ridge starts with young people's strengths to draw out their unique talents, and they respond by contributing to their communities and living productive lives. Pressley Ridge stands by biological family and natural supports to help young people find a way, without judgment, labeling, or blame. Pressley Ridge believes that when at all possible young people should live with their biological family or kin. When this is not possible and a foster care placement is deemed appropriate, Pressley Ridge believes fostering the connection between the biological family and kin is key to a successful foster care placement.

Pressley Ridge also has in place an established and effective foster parent recruitment, certification, training and retention protocol that ensures that foster parents not only have the understanding and training needed to serve as a foster parent, but the ongoing support and guidance to ensure that they are successful in managing and caring for youth in foster care.

Areas where Pressley Ridge sees opportunities for improvement lie in strengthening services for transition-age youth and being less restrictive with age-appropriate activities for youth in foster care. In Pressley Ridge's current Treatment Foster Care program, services for transition-age youth were typically the responsibility of the Independent Living worker. Moving forward, Pressley Ridge will work towards identifying and establishing a broader selection of partnerships that support transition-age youth (e.g., job training, housing, healthcare). Pressley Ridge has already started moving in this direction in Allegheny County through a recently opened community-based program for transition-age youth and the development of new partnerships with adult behavioral and physical health services, housing, and employment agencies to support youth in foster care as they navigate the transition to

adulthood. For the Family Foster Care program, Pressley Ridge sees an opportunity to use Reasonable and Prudent Parenting training to help foster parents to identify and make decisions regarding age-appropriate activities for young people based on the individual development level of each youth in foster care.

4. Describe your past experience and ability to serve communities identified as priority under this RFP.

Pressley Ridge has provided an array of community-based, in-home services to families since the 1980's starting with the advent of Treatment Foster Care (TFC). Since 1832, Pressley Ridge has operated services in the North Side of Pittsburgh. Current Pressley Ridge community based programs include family based mental health, service coordination, HOMEBUILDERS®, Mobile Transition Age Youth, and a variety of other in-home models. All of these programs operate across Allegheny County and frequently take place in the neighborhoods identified by the Family Foster Care program as priority neighborhoods. Since 2014, 34% of foster homes for the Allegheny County Treatment Foster Care program have been located in the Family Foster Care program priority communities with the highest concentrations in Penn Hills and the North Side of Pittsburgh. Pressley Ridge also has programs located in the Sto-Rox and Penn Hills school districts providing services to both the schools and in the homes of students. In the Penn Hills community, Pressley Ridge's TFC Parent Advisory Committee Chairperson often conducts informal foster parent recruitment and educational outreach.

Pressley Ridge understands and is keenly aware of the needs of the young people, the families, and the community within the priority neighborhoods. Pressley Ridge assures Allegheny County DHS that Pressley Ridge has the resources, staff experience, and flexibility to meet the needs of all priority neighborhoods for the Family Foster Care program.

5. Describe how your organization will strategically position its Board of Directors, management and staffing structure to enhance the implementation of the services as described in the Scope of Service.

Pressley Ridge continues to evolve in the 21st century. The agency's Strategic Plan for 2013-2016 focuses on the need for the agency to "grow" by demonstrating impact for those we serve, identifying gaps in service, developing partnerships through collaboration and acquisition, and moving towards offering services to others in the community without being bound by the government dollar. Specific strategic goals include: 1) Increase Pressley Ridge's impact to vulnerable children and families through growth and innovation; 2) Strengthen Pressley Ridge's financial position through diversification of revenue; 3) Utilize technology resources to increase organizational efficiency, satisfy internal/external reporting requirements and provide innovative services; and 4) Increase staff competency and efficiency in the delivery of program services and organizational support functions. The Family Foster Care for Young People program proposed herein directly addresses Goal 1 of the agency's strategic plan.

Pressley Ridge's Board of Directors will enhance the Family Foster Care program's Scope of Services by helping to identify and initiate partnerships with community agencies that will support the outcomes for foster families and youth in foster care, and ensure that the agency's leadership and management team have adequate program resources to fully implement the program. The Western Pennsylvania leadership team has already established a Family Foster Care program leadership team and staffing structure comprised of experienced and dedicated staff to sufficiently fulfill the services outlined in the Scope of Services as per the RFP. All Family Foster Care program staff identified will be part of the team working with youth and parents and have the necessary competencies and experience in providing foster care services.

As a group, Pressley Ridge's Board of Directors, leadership and management teams will commit to ensure the seamless transition of communication across and within the foster care service lines, enhance the organization's public image as a leader in foster care services for troubled youth, and jointly provide feedback and assessment of the Family Foster Care program's performance and impact on the larger Allegheny County community.

6. Describe your organization's existing internal quality assurance systems, how those have been used to identify programmatic deficiencies, and the process involved in designing and implementing program performance improvement strategies. Discuss the strategies taken to resolve identified deficiencies and barriers and to strengthen the organization and its service.

Pressley Ridge has engaged in an extensive quality improvement system managed by the Organizational Performance (OP) department which oversees the quality improvement activities in the organization and coordinates the program evaluation process. Continuous quality improvement at Pressley Ridge is an integral part of how the organization achieves excellence in care. Quality improvement is designed to support the organization's mission and the strategic priorities through the measurement, evaluation, analysis, and implementation of new processes as need in the organization. Pressley Ridge believes that the way to improve outcomes in services is to improve the processes that produce those outcomes, to understand how organizational processes affect performance and take action to improve these processes.

Performance Improvement Strategies: Planning new processes and redesigning existing processes are continuous activities for any human service organization and the entire organization is responsible for the implementation of the Quality Plan throughout all programs and operations. In the Quality Plan, the quality activities are outlined and highlighted is the philosophy that each staff person is to look for opportunities for service delivery and operational process improvements. Once an area of concern is identified, an ad hoc team is formed which then uses the Plan-Do-Study-Act (PDSA) model for improving process issues. The PDSA cycle is shorthand for testing a change by developing a plan (Plan), carrying out the test or trying it (Do), observing and learning from the consequences (Study), and then acting on what is learned from those consequences (Act). Organizational learnings from this process is then instituted in other programs to improve quality of care across services.

Organizational Dashboard: A Dashboard is a performance management tool that utilizes key performance indicators derived from the Strategic Plan to equip decision-makers with actionable information that can be used to guide organizational performance. A dashboard serves to focus managers' attention on strategic issues and the management of the implementation of strategy. The dashboard is reviewed at Program/regional level meetings, organizational Quality Improvement quarterly meetings, and at Board meetings.

The three main areas of ongoing quality enhancement that the organization addresses are that of outcomes, customer satisfaction, and quality record reviews. Pressley Ridge has a robust outcome evaluation process in place to determine the extent to which program services impact upon the individuals and their families utilizing them. A logic model is used to outline and identify the activities for each program and their respective immediate, intermediate, and long-term outcomes. Outcome indicators utilize both a standardized instrument that measures a youth's functioning at intervals during their care, at entry and discharge into the program and again at 6-months and 12-months following discharge. Additionally, each program documents the disposition of the youth at discharge for living and educational environments. The Restrictiveness of Living Environment Scales (ROLES) is used to quantify the level of success

for each youth. Pressley Ridge also engages in a national and state-wide benchmarking initiative to review outcomes in comparison to other organizations.

Pressley Ridge actively solicits satisfaction data and feedback regarding its services from youth and their families. Satisfaction surveys are collected on every youth and parent at intervals determined by the program. Results are reported on a quarterly basis on the program's Dashboard and reviewed at regional and organizational Quality Improvement meetings.

Quarterly Quality Record Reviews are completed in each program to assure that the program is operating according to program standards and adheres to model fidelity. When the review is completed, the documentation is administered electronically and staff from the OP department analyzes the data and report results on the program's Dashboard. Corrective action plans are generated from these reviews to improve program outcomes. Regardless of the action taken, data is gathered across time and analyzed to assure that the desired impact has been obtained.

See Appendix I for: Organizational chart showing how the proposed program fits into, and is supported by Pressley Ridge, along with a list of Pressley Ridge's Board members, a copy of Pressley Ridge's license to operate a family foster care program in Pennsylvania, and Pressley Ridge's MWDBE certification.

Strategy for Adhering to Casework Support Standards

Please describe your agency's strategy to meet program standards as described in the Scope of Service. Please include at least the following information:

1. What changes will your organization need to make in order to operate a Family Foster Care program for Young People that delivers the services according to the standards per the Scope of Service?

To deliver the services according to the Family Foster Care program Scope of Service, Pressley Ridge anticipates making the following enhancements to its current foster care program:

Target Populations: LGBTQ, Immigrant, Pregnant/Parenting - Pressley Ridge has experience with all of the vulnerable sub-populations identified for the Family Foster Care program. To increase competencies with LGBTQ, Immigrant, and pregnant/parenting youth, Pressley Ridge will develop partnerships and additional training opportunities for staff and foster parents working with young people in these sub-populations.

Program Type & Size – In order to maintain a program with the required 75 beds and homes with both regular and emergency services, Pressley Ridge will devote staff time and implement a plan to focus not only on recruitment but also foster parent retention and support including:

- Recruit and certify beyond the minimum required beds
- Ensure each parent understands shelter services and continue to provide a “hardship bonus” for emergency shelter placements
- Offer incentives to those who refer families for young people in the priority neighborhoods
- Establish and facilitate parent-led support groups for foster families and/or families of origin
- Attendance at DHS & Allegheny Family Network trainings and support groups.
- Establish foster parent mentoring opportunities with experienced foster parents.

Engagement & Assessment - Pressley Ridge works diligently to collect background information and pertinent documents prior to and at intake. In order to meet the 15 day timeline, Pressley Ridge will be specific in its request for information, editing required forms and intake notes to reflect all information listed in the Scope of Service.

Direct work with family of origin – Central to Pressley Ridge's philosophy is the goal of having contact with the family of origin prior to placement, or immediately thereafter. To ensure contact

with the family of origin, Pressley Ridge will educate foster families on the importance of family connections and choose families who support this philosophy.

Direct work w/ young people Pressley Ridge staff are trained in active listening and engagement and are able to form mutually respectful relationships with youth and families. Direct work with young people encompasses the following:

- Conducting weekly or bi-weekly safety assessments with all youth, with phone and text communication as needed. Pressley Ridge will update forms to guide staff in their interactions so that required conversations occur as prescribed.
- A new plan will be created to complete clothing inventories on a quarterly basis.
- Coordinating and tracking visitation through a single point of contact. In order to meet the requirement of 5 days, Pressley Ridge will consult with CYF staff to get clear parameters of the visits prior to intake or immediately after. Foster parents will be required to assist with visitation when they can assisted by two (2) full-time Pressley Ridge staff.
- Discharge summaries are written and entered into KIDS within 10 days. The Discharge Summary will be revised to clearly indicate sections of the ISP so progress achieved can be clearly noted in each section. These reports will be mailed to CYF.

Care coordination - Pressley Ridge will work hard to gather “medical home” information prior to intake to allow time to create a plan with all relevant parties so care is not interrupted. Pressley Ridge will complete the DHS 501 form to allow for quicker PCP assignment and card receipt. On-call staff will complete the DHS 501 form in the instance of shelter admission during non-traditional times and days to meet the required 24 hour timeline.

Additional services – Bus passes and/or Connect Cards will be purchased with documentation to support proper tracking and distribution of the passes/cards. Pressley Ridge will familiarize staff with the Young Opportunity Passport Program and the process for obtaining youth credit checks.

2. Describe your organization’s plan to meet the requirement for conducting necessary assessments of Young People placed in the program:

- a. If you currently hold a family foster care contract with Allegheny County, please provide the following information on your current performance with the CANS assessment. (If you do not currently hold a contract for family foster care with Allegheny County, please skip this section):
 - i. How many total children and Young People were served in your family foster care program in FY 2014-15? **41 youth required CANS**
 - ii. Of that total, for how many did your program successfully complete a CANS within the required 30-day timeframe? **Pressley Ridge completes CANS for 100% of age appropriate youth entering care. Assessment information is gathered upon referral and completed within 30 days of in-take in order to drive service planning. Although the CANS information is gathered timely, at times there has been barriers entering the information into KIDS. Pressley Ridge will work with CYF to resolve barriers for more timely entry.**
- a. Describe the management strategies your program will use to ensure that the following are completed on time:
 - i. Gathering of information from CYF as described in the Scope of Services
The gathering of information begins with referral and continues through pre-placement and intake. Program staff have built strong relationships with CYF caseworkers, caseworker supervisors and resource specialist and are familiar with gathering necessary documentation from the KIDS system. Staff have an

understanding of the complexity of documentation required and are comfortable reaching out to staff in the CYF offices to have a request for information fulfilled if a caseworker is unable to do so. This is evidenced by successful state licensing audits over the past two years where all requested documentation was present in the files reviewed.

During the pre-placement process, the Intake Coordinator conducts an interview with the CYF caseworker to obtain background information that wasn't included in the referral. Information is documented on an intake note and shared with the assigned Pressley Ridge team members. The intake note includes all points outlined in the Scope of Service. For emergency shelter placement, Pressley staff obtains any pertinent information from intake staff or the resource specialist placing the youth. Within one (1) business day of an emergency placement, Pressley Ridge contacts the assigned caseworker to obtain further case details, documenting placement on a shelter referral report. If information remains missing at day 5 or 10 of placement, Pressley Ridge supervisors follow-up with the caseworker, assigned supervisor, and resource specialist to gather information. Subsequent written requests are sent monthly until all information is provided.

ii. Completing the CANS

Program staff have been trained and have passed certification requirements for completing the CANS. Program staff have experience completing the CANS and entering the assessment into KIDS within the timeframes required by Allegheny County. Each program supervisor maintains two tracking systems, a youth tracking sheet which includes all required in-take paperwork including the CANS assessment as well as a confidential visual whiteboard so all staff can view upcoming deadlines.

iii. Completing medical and educational screens

Upon placement, foster parents are provided with the contact information of the young person's last PCP or medical home if determined. The Foster Care Worker (FCW) prompts foster parents to schedule an EPSDT at the facility and ensures attendance. Pressley Ridge supervisors follow-up with staff at weekly supervisions to ensure intake educational screens are complete in KIDS. When youth in foster care's entry into KIDS is delayed, Supervisors work with caseworkers, the resource specialist, and/or KIDS specialist to ensure youth are entered into KIDS.

After initial screens are complete, the Pressley Ridge supervisor assigned to a case tracks all necessary case documentation on a tracking sheet which is reviewed weekly during supervisions. Due dates are tracked by both supervisor and FCW through alerts in an Outlook calendar or white board tracking tables. The Program Director reviews items due each month at staff meeting and FCWs document due dates for medical screens at every foster home visit. When appointments are due within 90 days, the FCW prompts foster parents (or young person depending on chronological and developmental age) to schedule appointments if not already complete and continue to prompt until appointment is scheduled. If appointment isn't scheduled at day 60, the FCW

assists the foster parent (or young person) with scheduling during the home visit. All parties are held accountable if screens are not completed on time.

3. Describe how your Program will monitor the process of developing and carrying out the ISP.

Foster Care Workers (FCW) and supervisors track when ISP reports are due as well as the date of 14 days prior to the due date in order to send invitations within an appropriate time frame. Invitations continue to be sent to members of the young person's treatment team which includes, but is not limited to, the family of origin, foster parent, young person, legal/advocacy representative, and Program Monitor. ISP meetings are held in a location that is as neutral as possible so that all relevant treatment team members can attend including the young person, foster parents, and families of origin. Meeting days/times are coordinated based upon the availability of all parties, but coordinated with the young person to ensure availability to participate. If any parent is unable to attend an ISP meeting, a separate meeting is held with that parent to ensure that information is shared with him/her and an opportunity is provided for feedback/input. During the meeting, the FCW reviews all domains of the ISP and facilitates a group discussion regarding goal creation and progress with the youth's thoughts and feelings serving as the primary driver in establishing goals and objectives. The FCW is responsible for supporting a safe and inviting environment in which all parties feel comfortable to express thoughts honestly and openly utilizing basic counseling skills (e.g., active listening, open-ended questions). Once an ISP is entered and approved in KIDS, the FCW inquires about goal progress and related circumstances at every home visit and during phone safety assessments as appropriate. Information is documented on Youth Encounter Forms, signed by foster parents and the young person and documented on contact summaries in KIDS. Foster parents are responsible for tracking progress on objectives in Logs of Daily Events as well as any critical incidents and general summaries of behaviors. When any team member identifies struggles or barriers that are impeding progress, the team discusses the challenges and institutes an action plan.

4. Teaming with families

- a. If you currently hold a contract for any CYF service with Allegheny County, describe your agency's process of integrating Conferencing and Teaming (or similar models) into your work thus far. (If you do not currently hold a CYF service contract with Allegheny County, please skip this question).

Pressley Ridge services are in complete unison with the strength-based approach of Conferencing and Teaming and utilize kids' and their families' supports to identify strengths and creatively build interventions and strategies around enhancing those strengths. Since Conferencing and Teaming gains participation from a diverse group of support, Pressley Ridge considers it a valuable part of the process of working toward success in individuals' and family's lives. When there is an opportunity to attend, Pressley Ridge staff actively participate in these meetings to assist with facilitating discussion regarding the needs of the family and assist in carrying out the plan developed to help the family obtain their desired outcomes. As appropriate, information is shared with foster parents so they too can assist in supporting the children and family in this process. Pressley Ridge also requests a Teaming meeting when a foster family, youth, or staff person has identified that a foster placement is in jeopardy of being disrupted or a critical incident has occurred. This request is typically made through a placement preservation form which is sent to a youth's assigned CYF team and Program Monitor. In addition to Conferencing and Teaming, Pressley Ridge participates in monthly Joint Planning Team meetings when they are part of the services of program youth. Pressley Ridge also identifies when it is necessary to coordinate internal agency meetings to coordinate team efforts to focus

on the specific needs of cases. Pressley Ridge places high value in group discussion to gain perspective from team members, coordinate care, and promote team collaboration.

- b. Describe how your agency will engage the family of origin and other members of the family's Team in your ongoing work.

Pressley Ridge practices a model of family engagement that respects the connection between children and youths and their families of origin. Pressley Ridge believes that when at all possible, children and adolescents should live with their family of origin, or with relatives. When this is not possible, Pressley Ridge encourages and supports ongoing family connections. Pressley Ridge realizes that family attachments are complex and enduring; even in the most trying circumstances, it is worth trying to build, rebuild or strengthen relationships between young people and their family of origin. Pressley Ridge encourages family members to be engaged with the team so that their opinions and views are heard and respected; believe that the team supports their aspirations and dreams; feel they are not being judged; and believe that they are supported emotionally and concretely. Engaging the family of origin and other members of the family's team is executed through the "ice breaker" meeting, ongoing team meetings, the establishment of goals and objectives for the youth and his/her family, and coordinated regular contact between the youths and their family of origin during foster placement. Pressley Ridge believes that the optimal outcome involves empowering the biological family to make its own choices regarding the living situation of the young persons in question.

5. Describe the strategies your organization will use to help to ensure coordinated and comprehensive family foster care services and supports for families/children who need services from more than one CYF program and/or more than one service system (e.g., mental health and substance use disorder treatment). Discuss also the strategies the program will use to ensure flexibility and linkages among programs within your organization as well as with other providers, as Young People transition from one program to another, such as from residential to family foster care, or from family foster care to reunification with supportive services.

Pressley Ridge has had longstanding commitments to, and experience with, collaborating with other child-serving systems, families, and community resources. Often the youth and families Pressley Ridge serves are experiencing a complex array of difficulties and are involved with Children, Youth and Families, juvenile justice, mental health or substance abuse services, have co-morbid physical health needs, experience difficulties in the educational setting, and/or need concrete assistance with housing and basic needs. Pressley Ridge staff are highly trained to build collaborative relationships with other providers and natural supports as identified for an individual family. It is Pressley Ridge's role to be the Single Point of Accountability in assisting youth and families to access and engage the system of care. Pressley Ridge staff are aware that it is their role both to advocate for youth and to maintain open and clear lines of communication with other involved providers. Pressley Ridge's trusted relationships with youth and families can be transferred to new supports and providers with warm, in-person transitions, allowing for a wider network of supports.

Pressley Ridge is committed to Conferencing and Teaming as the primary method of collaborating and planning treatment on behalf of the youth Pressley Ridge serves. All Pressley Ridge Foster Care staff have been formally trained in the model. Program staff have been educated and informed about this county-wide initiative, the systems it is currently touching, and some of the unique aspects of participating in this process. Pressley Ridge views collaborating as a professional skill and offers training, consultation and coaching throughout an employee's

career in working with youth and families. Supervisors participate in all aspects of collaboration, reaching out to other providers, modeling for supervisees, and participating in meetings in person with staff members when appropriate. Pressley Ridge has made a formal commitment to participate in the Community of Practice to ensure families involved in the child welfare system are served by the most appropriate and rich array of services and supports available.

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Pressley Ridge understands that when working with youth and families with the most challenging situations, Pressley Ridge is only part of the solution and needs additional community partners. As part of the child/family’s ISP, Pressley Ridge aligns with the High Fidelity Wrap Around (HFWA) process that results in a unique set of community services and natural supports that are individualized to meet the child and family’s needs and achieve positive outcomes. Pressley Ridge mirrors the four phases: 1) Engagement & Planning – sets the stage for interactions and teamwork; 2) Implementation - progress, successes and challenges being continuously reviewed with changes to the plan made and implemented as necessary; 3) Maintenance – ongoing action items, track progress, evaluate strategies, celebrate successes, plan for transition; and 4) Transition - create a transition plan, post-crisis plan, modify wraparound processes to reflect transition, celebrate success, and determine follow-up for the family. Pressley Ridge will support HFWA to meet the multiple and always changing needs of children and their families with support and care services provided in a context that meets the psychosocial, developmental, educational, treatment and care needs of the youth and family.

Foster Parent Recruitment, Selection, Development and Support

1. Describe how many new families your agency licensed in Calendar Year 2013 and Calendar Year 2014 by filling out the table below:

		2013	2014
1a	What is the total number of foster families you licensed as a new home in each calendar year?	6	6
1b	Of the new foster families you licensed, how many were willing to serve Young People ages 12 through 21?	4	3
1c	How many families left your program each calendar year?	1	13*
1d	Of the foster families that left your program, how many of them were families that had fostered Young People ages 12 through 21?	1	4
1e	What is the average period of time (years) that your current group of foster families has been engaged in your program?	5.5 years	

**In 2014, Pressley Ridge closed 8 homes due to adoption, SPLC or the family’s inability to foster due to work schedules or other commitments. Many of these parents had been with Pressley Ridge for over 5 years, had previously adopted, and were staying certified to provide respite only, but had not accepted placements in over a year. These homes were closed with the option to recertify should the family’s situation change.*

2. Describe your organization’s current performance in recruiting and retaining foster homes for Young People and the bed development requirement of this contract and your organization’s plan to develop additional foster homes to meet the Program requirements.

Pressley Ridge’s foster care program uses techniques long-proven effective in the foster parent recruitment and retention literature, specifically information available from the National Resource Center for Diligent Recruitment. Pressley Ridge uses market segmentation techniques

to identify and target neighborhoods where foster homes are needed. Marketing materials and community events are then planned for those neighborhoods. In addition, the program uses current foster parents both to identify demographics of future foster parents and to provide feedback about recruitment materials. Focus groups with current foster parents are routinely used to elicit feedback about recruitment strategies and marketing messages. Pressley Ridge recently created a video that interviews current foster parents and youth to highlight for prospective foster parents the realities and rewards of serving as a foster parent and the positive outcomes for youth in foster care. These diligent recruitment strategies have been replicated across other programs within Pressley Ridge to recruit foster parents. Additionally, Pressley Ridge retains a database of foster parent inquiries to identify which recruitment strategies are effective.

Pressley Ridge has been providing Treatment Foster Care services for over 30 years and continues to re-certify foster parents that have been with the agency that long. Almost 40% of Pressley Ridge foster parents have been with the agency for over 10 years, not counting those who have certified in the current year. Pressley Ridge works hard to appreciate the unique needs of each foster parent and the balance between “professional parenting” and providing a nurturing and normal family environment. In Pressley Ridge’s most recent foster parent survey, 95% of foster parents reported being “Satisfied” or “Very Satisfied,” 78% reported that they were “Very Likely” to continue to fostering in the next two years, and 85% were “Very Likely” to refer someone to become a foster parent.

Pressley Ridge provides foster care in six (6) states within 17 distinct programs and currently has programs with a census well-above the 75-bed target required by the Family Foster Care program. Foster care programs within Pressley Ridge have access to support through development and marketing, human resources, accounting and finance, Organizational Performance, ad hoc work groups, and through collaboration within the agency’s foster care service line. Pressley Ridge has access to a wealth of shared knowledge, including recruiting for Parent-Child Foster Care and Pregnant Teens, Child Specific Recruitment, and Treatment Foster Care – typically focusing on older youth to enhance the agency’s ability to recruit and maintain foster parents to meet the 75 bed requirement. Pressley Ridge will take advantage of systems and resources in place within the agency and through collaboration and subcontracting to meet the 75-bed accommodation within a reasonable timeframe.

- a. Describe the techniques and methods you will use to effectively recruit, select and train a significant volume of foster parents, including a description of how you will recruit families within the neighborhoods identified as priorities in Appendix B. Provide an estimate of how many beds, of the 75, you expect to maintain in each community of interest.

Pressley Ridge utilizes a diligent recruitment strategy to recruit potential foster parents that takes place through traditional media outlets (e.g., newspaper, radio, fliers/posters, and billboard advertisements) as well as postings on the agency’s website. Additionally, Pressley Ridge conducts marketing and promotion of the agency’s Foster Care program through attendance at community events (e.g. Rotary’s, churches), annual fundraising events, participation in the Allegheny County Teen Recruitment Workgroup, and through the agency’s existing Treatment Foster Parent network. Pressley Ridge has found that the most successful recruitment strategy has been word-of-mouth within the community among current Foster Parents and/or collateral professional contacts. Pressley Ridge will use the Parent Advisory Committee and other foster parents to assist in recruiting new foster families.

To support recruitment efforts, Pressley Ridge offers two recruitment bonuses to staff and foster families that refer foster families. One recruitment bonus is paid to the referring staff or foster parent when an applicant successfully completes training and certification, and a second bonus is paid when the certified applicant maintains a youth placement for six months. Pressley Ridge will increase the bonuses for families that are referred in the priority neighborhoods and who are willing to work with young people. A detailed description of the foster parent application and selection process is outlined in Section 2b. Foster parent training including initial training and ongoing professional development is outlined in Section 3.

To ensure recruitment of potential foster parents in the priority neighborhoods as identified by the Family Foster Care program, Pressley Ridge will increase the volume and frequency of its diligent recruitment strategy in those neighborhoods to boost outreach and education to new and existing community connections to promote the agency’s growing need for foster parents. Community connections will include, but are not limited to, community clubs, foster parent personal connections, places of worship, schools, and after-school programs. Pressley Ridge’s recruitment strategy will be complemented and supported by the work of the Allegheny County Treatment Foster Care ad hoc work group focused on foster care placement and foster parent recruitment. The following table shows an estimate of how many beds, of the 75, Pressley Ridge expects to maintain in each community of interest:

Neighborhood	Estimated Beds	Neighborhood	Estimated Beds
McKeesport	0-5%	McKees Rocks	0-5%
Penn Hills	20-30%	Duquesne	0-20%
Wilkinsburg	10-20%	Knoxville	10-20%
Perry (combined)	20-30%	Braddock	0-5%%
Homewood (combined)	5-10%	Stowe	10-15%
Swissvale	0-10%		

- b. Describe the process of selecting foster parents from among potential candidates. Include a description of the criteria your organization uses to select foster parents, and describe who is responsible for selecting foster parents.

Initial Screening & Application

Adults interested in serving as a Pressley Ridge Foster Parent must complete an initial screening and application process. Inquiry calls are processed by the Recruitment & Certification Specialist who conducts a preliminary phone screening of the applicant and provides an overview of the program. Initial criteria includes: the ability to meet all requirements for the approval of foster families according the PA 3700 regulations; a viable and adequate source of income; possession of a GED or High School diploma; adequate room for a young person that allows for privacy; a valid driver’s license and proof of automobile insurance and/or reliable transportation; married and cohabitating couples must be together for over one year and able to work as a team; single applicants must have an adequate support system in place; at least one parent or certified alternative caregiver available for emergency care; be willing to work with and be supportive of a young person’s family of origin; be willing to work closely and professionally within the team; be stable, even-tempered, self-controlled, responsible, and adaptable; be enthusiastic regarding working with and nurturing young people; reside in one of the 11 priority neighborhoods. Applicants who previously applied or who have certified with another agency will need to provide

written release allowing access to former foster care file. Applicants actively certified with another foster care agency will not be eligible until they formally end certification.

If a potential foster parent passes the initial phone screening, a recruitment packet and application form is sent to them to complete. Once the completed application is returned, the Recruitment & Certification Specialist reviews the application to determine if the applicant is qualified to move forward. If the application looks favorable, an in-home interview is scheduled by the Recruitment & Certification Specialist. If the application is deemed unfavorable, the applicant is sent a letter of rejection.

In-Home Interview

Interviews with potential foster parents are conducted in the applicant's home in order to verify information in person and observe and document features of the structure, dynamics, and habitable condition of the home environment. The in-home interview is an opportunity to determine the applicant's level of commitment to young people and capability of moving forward in the qualifying process. If the parent applicant is deemed qualified, subsequent appointments are scheduled to have the parent applicant(s) (and all applicable household members) complete paperwork which includes: non-relative references, medical statements, income verification, clearances, and completion of a Release of Information and records transfer (if applicable). During this process foster parent applicants begin pre-service training. Continued assessment of the applicant by multiple staff occurs throughout training and as paperwork and clearances are received. The final decision to certify an applicant is made by the Recruitment & Certification Specialist and the team of staff who have had interactions with the applicant.

- c. Describe how you will effectively recruit foster parents who are motivated and able to work with:
 - i. Pregnant Young People and ii. Parenting Young People and their children – Pressley Ridge currently operates a Parent Child Foster Care program in Maryland serving young parents between 12-21 years of age, with a child up to four years of age. The program accepts pregnant teenagers and teenage mothers who currently may not have custody of their child(ren). With reunification the goal, placement in a parent-child foster program is needed in order to facilitate reunification efforts. The father of the teen mother's child is strongly encouraged to participate. The program's purpose is to support young parents as they develop the personal resources and social supports needed to make a sound transition to adulthood. The goal is that all young people exit the program with enduring family ties and fewer severed relationships. Pressley Ridge will pull upon the training and expertise of its sister program in Maryland to support services to pregnant and/or parenting young people and their children. Discussions also are underway with an Allegheny County foster care provider who specifically serves adolescent females, pregnant teens, and parenting teens to potentially subcontract with this agency to serve pregnant and parenting youth.
 - iii. LGBTQ Young People - An important part of recruiting (and retaining) foster parents who are motivated and able to work with LGBTQ youth is maintaining an agency that endorses strong non-discrimination policies and as demonstrates values of equality and inclusiveness. As an agency, Pressley Ridge actively collaborates with the LGBTQ community in both professional and informal settings. By being a visible and consistent ally, Pressley Ridge demonstrates the type of attitudes and beliefs foster

parents are expected to embrace. This networking has allowed Pressley Ridge to make invaluable connections and promote a commitment to help all children thrive. Pressley Ridge also understands that LGBTQ children in care are one of the most vulnerable populations. Pressley Ridge has incorporated curriculum specific to the needs of LGBTQ youth in foster care into foster parent in-service trainings.

- iv. Young People who are new to the United States and/or with Limited English Proficiency - In 2014/2015 Pressley Ridge partnered with Holy Family Institute to provide foster care for Unaccompanied Alien Children (UAC) of Hispanic culture. Pressley Ridge hired bi-lingual staff, adapted paperwork and practice to be culturally appropriate, partner with providers willing and able to serve this population including UPMC Child Development Unit and Jewish Family and Children Services, and recruited and trained bilingual foster parents. Through this process Pressley Ridge learned of immigrant services available in Allegheny County, made connection with Barbara Murock from Allegheny County DHS, began participation in the Immigrants and Internationals Initiative, and became members of Vibrant Pittsburgh. Through these partnerships, Pressley Ridge has become aware of the concentration of Bhutanese, Somali, and Burmese immigrants in Allegheny County and a need for foster homes and services for these refugees as well as those who practice the Muslim religion. Pressley Ridge will leverage its existing multi-cultural partnerships, and build new partnerships, to support the placement of youth in compatible foster homes.

- d. Describe the measures that your organization will take to ensure that foster parents reflect the ethnic and racial diversity of the population that they propose to serve.

As part of the organization's Strategic Plan, Pressley Ridge has implemented a strategy to increase diversity within the organization's workforce and improve the organization's ability to function as a multi-cultural organization in a diverse world. Specifically for recruitment purposes Pressley Ridge feels strongly that through recruitment efforts aimed at the priority neighborhoods and through foster parent referrals, the agency will be able to reflect the racial diversity of the populations served. In addition, Pressley Ridge's presence in the priority neighborhoods has served as an asset in connecting with neighborhood leaders who share the mission of helping the youth and families in their community. Pressley Ridge knows that effective recruitment happens when relationships are built within communities. Pressley Ridge will pull from existing foster parents, employees, and those with community connections to help the agency understand and focus recruitment efforts where they can have the most impact. All pertinent recruitment information is maintained through an electronic system including foster parent race, date of birth, gender, address, etc. The database will be essential in supporting decision-making around what recruitment efforts are working in the 11 Allegheny County priority neighborhoods and where recruitment efforts can be enhanced.

- e. Describe your organization's plan to build relationships between foster parents and birth parents to form a productive partnership that will reinforce permanency and case planning decisions.

The process of building a strong working relationship between foster parents and birth parents must start early, as soon as the young person's foster home is identified, which is why Pressley Ridge supports holding an "icebreaker" meeting involving the foster family and birth family within 3-5 days of placement in the program. Pressley Ridge believes that this is a good first step in allowing both sets of parents to see each other in a relaxed, non-threatening and positive context. During this first meeting, information is shared about the

young person's likes and dislikes, strengths, interests, and habits. The biological family is able to express its hopes and preferences for the young person involved. The meeting also provides the foster family the opportunity to present themselves to the birth family and talk about household rules, routines, activities and interests, and tentative planning around visitation, information sharing and communication.

Part of Pressley Ridge's job in this process is to coordinate regular contact between the young people in care and natural family as appropriate. Pressley Ridge then monitors the relationship between the foster and natural families for the duration of the placement, intervening in a timely fashion when the quality of contact seems to be deteriorating.

3. Briefly describe how you will carry out the foster parent training that is required as described in the Scope of Services. Include details about who will provide the required training. For any training that will be outsourced or provided via collaboration with other organizations, please attach the relevant service agreements.

All foster parents will have an individualized training and professional development evaluation and plan developed jointly with program staff and designed to improve parent's knowledge and skills in working with children in the foster care system. These plans will be updated on a yearly basis to address specific needs of the children in their care and learning development of foster parents. The training curriculum used in the certification process of foster parents will be Pressley Ridge's Treatment Foster Care (PR-TFC) Pre-Service training, a competency-based training rooted in social learning theory, applied behavior analysis, and working alliance. The 40-hour pre-service training is a fully-scripted curriculum to ensure consistency in the content delivered, and incorporates skill-building videos to demonstrate correct applications of techniques with homework assignments between trainings for foster parents to practice new skills. Key concepts of the training modules include: understanding child development and effects of trauma, developing healthy relationships, therapeutic communication, changing behavior, skill teaching, conflict resolution, understanding and managing crisis, grief and loss, navigating the system and being part of a team, and cultural competency training. Pressley Ridge's Recruitment & Certification Specialist and/or certified program staff will provide the pre-service training to prospective foster parents at the program location in a group setting. Pressley Ridge program staff will also provide CPR and First Aid training to prospective foster parents. For in-service trainings, Pressley Ridge program staff provide foster parents with a minimum of 12 hours of continuing education on topics including: attachment, cultural competency, grief and loss, working with bio-families, and medication management training.

4. Describe how you will offer necessary support to foster parents, including specialized programs, peer groups, respite and other supports described in the Scope of Services:
 - a. Briefly describe what supports your program currently provides.

Due to the challenges foster parents face, Pressley Ridge offers foster parents ongoing supports in several different means, including respite opportunities, monthly in-service trainings, home visits, and daily phone consultation. Program staff encourages regular use of respite services and provides 4 respite nights per month where parents can retain a portion of their per diem, or more if desired. There are several families with open beds and some designated for respite only in various areas throughout the county. In-service trainings focus on various topics that address the challenges that foster parents face and provide education on ways to manage challenges in the home and within the foster care system. Daily phone consultation is available to foster families as well as a 24-hour hotline when necessary to

receive immediate support. Additionally, home visits provide the FCW the opportunity to supervise and observe foster parents' interaction with the young person and to review implementation of treatment strategies.

Foster parent support from program staff has been noted by current foster parents as an area the agency has excelled in. Foster parents who have transferred from other agencies have noted increased support as well as improved information sharing by staff. Pressley Ridge staff work to educate foster families regarding the child welfare system, seek out necessary information from relevant parties, and empower foster families to be active advocates and caregivers. Pressley Ridge staff members also attend various appointments and meetings in a supportive role to foster families as appropriate. Transportation support is also provided by various Pressley Ridge staff when foster families when needed.

- b. Describe how your organization's approach to foster parent support approach will change to:
 - i. provide necessary support to foster families who are experiencing challenges in providing care to Young People with trauma histories.

Trauma histories are addressed through a practice of trauma-informed care (TIC) and resilience building. TIC is implemented through formal and informal assessment of the trauma history. A determination of whether a recommendation for formal trauma treatment is made by the treatment team. Trauma-informed care is developed by formal training, supervision and cultural awareness of how to address each child and families experience of trauma. Trauma training is a component of each foster parents pre-service training and development needs for each parent and program staff will be a component of their learning and development.

- ii. provide necessary support to foster families who are caring for pregnant and parenting Young People (including mothers and fathers), LGBTQ Young People and Young People who are new to the United States.

Pressley Ridge has become a conscious and deliberate presence in LGBTQ community events and an active participant in the DHS's SOGIE (Sexual Orientation Gender Identity and Expression) initiative. Pressley Ridge has a designated SOGIE champion liaison with this program. Pressley Ridge is a recognized LGBTQ "Safe Space" by the Department of Human Services. The Pressley Ridge champion attends quarterly meetings, community of practice events, and regular trainings and brings back information to programs through staff meeting trainings, case consultations, and collaborative agency efforts to ensure that the needs of LGBTQ youth are being met. Pressley Ridge has collaborated with the Gay & Lesbian Community Center to provide in service training allowing for both training and educational conversation between foster parents and professionals working specifically with the LGBTQ population. These important professional and community relationships have allowed Pressley Ridge to educate parents and families, make appropriate referrals to formal LGBTQ-specific supports and services, and help introduce the children Pressley Ridge works with to informal LGBTQ social networks and activities (e.g., GLCC, Dreams of Hope, PERSAD).

Pressley Ridge is currently considering a number of partnerships/subcontracts to assist the agency in meeting a 75-bed capacity and to utilize expertise from the agency's Parent-Child Foster Care program and the local foster care community who are caring for pregnant and parenting young people (including mothers and fathers). By partnering with

providers who hold valuable experience, Pressley Ridge will enhance the array of services the agency provides. Strong partnerships will allow program staff to implement additional supports necessary to recruit and maintain foster parents for these young people.

During the implementation of foster care for Unaccompanied Alien Children (UAC), Pressley Ridge discovered that the most effective way to serve youth from different cultural and ethnic backgrounds was to recruit foster families within the natural demographic of that group. Utilizing religious leaders, support groups, and those who know the cultures best is an effective way to recruit and support foster parents. Pressley Ridge saw that foster families in the UAC program worked as each other's supports, were able to inform staff of cultural concerns and normalcy, and were invested in serving youth with which they had a connection. Recruitment efforts for cultural matches are supported by seeking mentors, informal supports, formal services and education to support staff and foster parents.

Program Management

Staff Qualifications and Experience

1. Describe your current staff training program. What changes will your organization need to make to adhere to the staff training requirements described in the Scope of Services? How will that process of change be carried out?

Staff Training - Pressley Ridge has established a standardized system of determining training requirements for each job description for the varied services the organization provides in multiple states. Training modules for employee roles are defined for all positions and tracked via a central database. Training standards are directly linked to licensing requirements, state and county requirements. Pressley Ridge's training personnel are embedded to directly collaborate with the Human Resources Department to ensure that the parallel processes of employee training and employee development are intertwined. Currently, all Pressley Ridge foster care workers receive the following trainings:

• Orientation to Pressley Ridge	• On Call and Emergency Response
• PA CPSL Mandated Reporting Training	• CANS Training
• Act 119 Training	• CAFAS Training
• Act 101	• HCIS
• Reasonable and Prudent Parenting	• KIDS and DHS systems training
• Red Cross CPR/FA	• MPER (as it applies to job function)
• Universal Precautions	• Conferencing and Teaming
• HIPAA and Client Rights and Compliance	• Pressley Ridge Foster Parent Pre-Service
• Cultural Competency	• Safety and Risk Management
• Therapeutic Crisis Intervention (TCI)	• Psychotropic Medications
• Domestic Sex Trafficking	• Suicide Assessment and Prevention
• Safety in the Community	• Psychiatric Diagnosis
• Mental Health Diagnoses and Symptoms	• Treatment Planning
• Trauma Focused CBT	• Sexual Abuse

Treatment Coordinator Training Manual (18+hours)

Unit One – Foundations: Treatment Foster Care Roles and Responsibilities

Unit Two – Working with Treatment Parents: Expectations of treatment parents

Unit Three, Section 1 –Psychosocial Assessment: Working with Traumatized Families, Working with Adoptive Families, Developmental Delays, Working with Grandparents, Physical/ Emotional Abuse, Runaway, Substance Abuse, Trauma

Unit Three, Section 2 – Service Planning: Strength Based Interventions, Permanency Planning, Advocacy, Working with the youth’s family, community, courts, and other professionals, Team Delivered Services, Maintaining Contacts, Religious and Spiritual Expression, Behavior Management, Family Reunification/Permanency, Transition to Independence, Educational Programming for Youths in Out-of-Home Care, Discharge Planning and Follow-Up Services

Unit 4 – Working with the Child’s Family: First Family Meeting, The Interagency Team, Maintaining the Family Relationship, Working with the Biological and Foster Family

The majority of the trainings outlined in the Scope of Service are part of Pressley Ridge’s Treatment Coordinator Manual, Pre-service training, or agency wide training. Pressley Ridge will formalize a training curriculum for FCW’s for the Family Foster Care program, pulling from existing manual, pre-service training, agency wide trainings, county resources, and reaching out to collaborative partners and resources such as: PERSAD, The Gay and Lesbian Community Center, Casa San Jose, Urban Impact, Jewish Family and Children Services, Gwen’s Girls, and other providers who have expertise serving young people.

2. Describe your ongoing professional development process for employees.

All foster care staff are required to have an additional 40 hours of training each licensing year. Staff employed over 6 months have the opportunity to utilize \$1,500 annually in education benefits to seek related advanced degrees and to attend conferences and training opportunities. Foster care staff are offered additional internal trainings including: Re-Education Treatment Model, Responsibility Pathways, Life Space Crisis Intervention, Running Effective Meetings, and Safety and Risk Management. Required continued certification includes: TCI Update, CPSL Update, Emergency Response Update, Compliance and HIPAA Update, CANS rectification, and Red Cross First Aid and CPR recertification.

See Appendix 2 for: Organizational chart reflecting the names and positions of all staff members who will participate in the Family Foster Care Program for Young People, along with a job description for each position and a resume for current staff.

Community Engagement

1. Describe how your staff reflect the communities that are identified as priority neighborhoods (see Appendix B). Provide data on the total number of staff employed by your program and the number of staff employed by your organization who live in the communities named.

Pressley Ridge is an organization that takes great pride in staff diversity. From Pressley Ridge’s roots in the North Side of Pittsburgh, the agency is committed to serving those in need throughout Allegheny County. Currently, more than half of Pressley Ridge staff (58%) working throughout Western Pennsylvania reside in Allegheny County and many more regularly visit and work in these priority neighborhoods to empower and enrich the lives of youth and families. The table below reflects the breakdown of staff employed by Pressley Ridge residing in Family Foster Care program priority neighborhoods. Data is provided at the organizational level as most staff for the Family Foster Care for Young People program have yet to be hired.

Priority Neighborhood	Local Tax or Zip Code	Hourly Employees	Salaried Employees	Total Employees
McKeesport	8335	4	1	5
Penn Hills	3939	9	9	18
Wilkinsburg	9569	3	1	4
Perry (Combined)	8724	0	1	1
Homewood (Combined)*	15206/15208	2	4	6
McKees Rocks	8333	1	0	1
Duquesne	7572	1	0	1
Knoxville*	15210	1	0	1
Braddock	7200	0	0	0
Stowe	9183	2	0	2
Swissvale	9224	3	2	5
Employee Neighborhoods Total				44
PR Allegheny County Headcount				332
PR WPA Headcount				579
% of PR Allegheny County Employees in Priority Neighborhoods (%)				13.25%
% of PR employees residing in Allegheny Co. priority neighborhoods				13% (44)
% of PR employees making their homes in the neighborhood of Penn Hills.				5.42%
PR employees currently reside in every priority neighborhood, except Braddock				

1. Describe how your organization ensures diversity in staffing.

Pressley Ridge will utilize the following recruitment strategies to attract qualified staff:

- Recruit current high performing staff members with relevant experience and career goals who are ready for advancement.
- Targeted recruitment through local college and university campus visits, career fairs, information sessions, on- and off-campus interviewing, and information to department heads, professors, and advisors. Pressley Ridge has existing relationships with the University of Pittsburgh, La Roche College, Duquesne University, Slippery Rock University, Geneva College, Carlow University, and Chatham University.
- Job postings are placed internally on the Pressley Ridge intranet as well as externally on the Pressley Ridge website, Indeed.com, and college and university job boards. Jobs at Pressley Ridge also are posted to a number of diversity sites including, but not limited to, the Multicultural Women's Council, After Fifty Living, and Diversity News Magazine. Partnerships with organizations such as the Vibrant Pittsburgh and the Department of Veteran Affairs will also be utilized to announce job openings.
- Pressley Ridge utilizes its internship program as a resource to identify appropriate staff

2. Describe how your organization incorporates feedback from children, Young People, foster parents and families of origin into program planning and organizational decision-making.

Pressley Ridge actively solicits feedback regarding its performance from youth and their families, employees, foster parents and external stakeholders. Pressley Ridge utilizes a satisfaction survey that incorporates items from standardized instruments developed for the Alliance for Strong Families and Communities and the Rehabilitation and Community

Provider's Association (RCPA) benchmarking initiatives and addition to the youth's and family's view of their relationship. Pressley Ridge's customer satisfaction surveys measure three domains of the customer experience: (1) Overall Satisfaction; (2) Self-Reported Outcome; and (3) Family Relations. The family measures provide feedback from the youth and their family member's viewpoints about how well they are getting along together, degree to which they experience warmth and security, the level of supervision, and the degree to which there are caring adult and supports present in their lives.

Participants provide suggestions for program improvement and can voice concerns or give positive feedback about services received. Pressley Ridge utilizes the voice of individuals in services on an ongoing basis for guidance and service delivery improvement. Results from satisfaction surveys give program leadership an opportunity to modify aspects of service delivery based on real-time feedback from program participants. An ad hoc team may be formed to address any trends that are presented in these surveys utilizing the PDSA framework.

Implementation Plan

1. Describe your organization's implementation plan for this program, reflecting how you will implement staff training, foster parent recruitment, hiring and other steps to launch this program. Include benchmarks and a clear statement of the date by which you expect to be operating at the full capacity of 75 beds. Identify expected challenges. Include information regarding who will be responsible for managing and overseeing the various aspects of the plan.

TASK	TIMELINE	PERSON RESPONSIBLE
Post, interview and hire one full-time and one part-time recruiter; initiate diligent recruitment strategies	March 2016	Senior Director, Program Director, Human Resources
Determine program office location	March 2016	Senior Director, WPA Executive Director
Reconvene recruiting ad-hoc workgroup; update diligent recruitment plan for priority neighborhoods	March 2016	Program Director, OP Dept., Lead Recruiter
Certify newly hired recruiters in PR pre-service model	April 2016	Pressley Ridge Training Dept.
Hold Parent Advisory Committee (PAC) Meeting focusing on recruitment; develop recruitment tasks for PAC	March 2016	Senior Director, Program Director, OP Dept., Recruiters
Continue recruitment efforts Form pre-service classes; begin certification paperwork	April 2016	Program Director, Recruiters, PAC
Continue Pre-service trainings; continue certification paperwork; rotate training session cycles	May –June 2016	Recruiters, certified organization staff
Post, interview and hire program staff (1 Foster Care Worker, 1 Supervisor/In-take Coordinator; 1 PT Admin)	May 2016	Senior Director, Program Director, Human Resources
Onboard and Train program staff (1 Foster Care Worker, 1 Supervisor/In-take Coordinator, 1 YFSS (Aide), 1 PT Admin)	June 2016	Senior Director, Program Director, Human Resources
Certify ten (10) foster homes.	June 2016	Program Director, Recruiters
Subcontract with local licensed providers to secure 15 beds (10 beds for Young People; 5 beds for siblings and infants)	July 2016	Program Director, Recruiters, Supervisor/In-take Coord.
Increase bed capacity per month to: 5 beds for Young People; 2 sibling beds to minimum of 20; and 1 infant bed to min of 5.	August 2016 – March 2017	Program Director, Recruiters
Increase staff as needed to match capacity and to maintain staff/client ratio. Hiring to occur 1-2 months prior to need to allow for full training.	August 2016 – March 2017	Senior Director, Program Director, Human Resources
Full staff hiring complete.	February 2017	Senior Director, Program Director, Human Resources
Full 75-bed capacity met (Minimum 50 beds for Young People; 20 sibling beds; 5 infant beds); exceed recruitment to account for loss of homes or temporary unavailability.	March 2017	Program Director, Recruiters, Supervisor/In-take Coord.

iv. Budget and Budget Narrative

Projected Census and Care Day Utilization

OBJECTS OF EXPENSE	Proposed Budget FY15-16 (March 1, 2015*-June 30, 2016)	Proposed Budget FY16-17 (July 1, 2016-June 30, 2017)	Proposed Budget FY17-18 (July 1, 2017-June 30, 2018)
Census**	-	50.00	50.00
Total Children/Youth Served***	-		
Care Days****	-	9,551.00	13,688.00

*While the actual contract length will likely differ, beginning sometime after March 1, please use the 4 month framework for this budget exercise

**How many children/youth do you project to be in care in the Teen Family Foster Care Program as of the last date in the budget period

***How many children/youth do you project to serve for at least 1 day in the budget period

****How many care days do you expect to bill for within the budget period

Proposed Direct Admin Staff Roster: Year One, Two and Three*

Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary/Benefits
Program Director	1.00	10,000	2,793	12,793
Senior Director	0.05	1,268	325	1,593
Foster Care Coordinator	1.00	2,667	1,002	3,669
Supervisor	1.00	3,333	1,114	4,447
Total Year One	3.05	17,268	5,233	22,501
Program Director (50%)	1.00	30,000	8,379	38,379
Senior Director	0.05	3,804	974	4,778
Recruiter	1.00	32,000	12,016	44,016
Part Time Recruiter	0.50	10,667	1,806	12,473
Foster Care Coordinator	1.00	9,667	3,353	13,020
Foster Care Coordinator	1.00	14,500	5,029	19,529
Foster Care Coordinator	1.00	20,000	6,786	26,786
Foster Care Coordinator	1.00	25,000	9,733	34,733
Foster Care Coordinator	1.00	30,000	11,679	41,679
Foster Care Coordinator	1.00	32,000	12,016	44,016
Youth and Family Support Specialist	1.00	24,960	9,578	34,538
Youth and Family Support Specialist	1.00	16,640	6,385	23,025
Office Manager	0.75	18,720	9,769	28,489
Supervisor	1.00	40,000	13,372	53,372
Supervisor	1.00	26,667	8,915	35,582
Total Year Two	13.30	334,624	119,790	454,414
Program Director	0.50	30,600	9,231	39,831
Senior Director	0.05	3,876	1,061	4,937
Recruiter	1.00	32,320	12,072	44,392
Part Time Recruiter	0.50	16,160	1,860	18,020
Foster Care Coordinator	1.00	29,290	10,094	39,384
Foster Care Coordinator	1.00	29,290	10,094	39,384
Foster Care Coordinator	1.00	30,300	10,215	40,515
Foster Care Coordinator	1.00	30,300	13,230	43,530
Foster Care Coordinator	1.00	30,300	11,730	42,030
Foster Care Coordinator	1.00	32,320	12,072	44,392
Youth and Family Support Specialist	1.00	25,210	9,608	34,818
Youth and Family Support Specialist	1.00	25,210	9,608	34,818
Office Manager	0.75	18,907	9,801	28,708
Supervisor	1.00	40,400	13,440	53,840
Supervisor	1.00	40,400	14,940	55,340
Total Year Three	12.80	414,883	149,054	563,937

*These titles should reflect staff who are directly responsible for work with children, youth, foster families and families of (i.e., case workers, supervisors, case aides, foster parent recruiters, intake staff, etc.)

Proposed Indirect Administrative Staff Roster: Year One, Two and Three**

Staff Name	Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary
General Administration			1,106	220	1,326
Marketing & Communications			125	26	151
Audit & Compliance			104	26	130
Organizational Performance			143	40	183
Human Resources			244	84	328
Organization Development			302	85	387
Accounting/Finance			417	111	528
Information Technology			261	60	321
Pennsylvania Admin			1,433	321	1,754
Total Year One			4,135	973	5,108
General Administration			11,305	2,243	13,548
Marketing & Communications			1,273	263	1,536
Audit & Compliance			1,062	263	1,325
Organizational Performance			1,457	404	1,861
Human Resources			2,492	860	3,352
Organization Development			3,083	867	3,950
Accounting/Finance			4,261	1,130	5,391
Information Technology			2,665	613	3,278
Pennsylvania Admin			14,639	3,271	17,910
Total Year Two			42,237	9,914	52,151
General Administration			13,796	2,737	16,533
Marketing & Communications			1,554	321	1,875
Audit & Compliance			1,296	320	1,616
Organizational Performance			1,778	493	2,271
Human Resources			3,041	1,050	4,091
Organization Development			3,762	1,059	4,821
Accounting/Finance			5,200	1,379	6,579
Information Technology			3,252	748	4,000
Pennsylvania Admin			17,866	3,993	21,859
Total Year Three			51,545	12,100	63,645

**These titles should reflect staff who are responsible for the administration of the overall program (i.e., all or a portion of managers, IT, quality assurance or other functions)

Proposed Indirect Administrative Expenses

OBJECTS OF EXPENSE	Proposed Budget FY15-16 (March 1, 2015*-June 30, 2016)	Proposed Budget FY16-17 (July 1, 2016-June 30, 2017)	Proposed Budget FY17-18 (July 1, 2017-June 30, 2018)
Personnel (Use detailed indirect Admin Staff Roster as an input for this section)			
Administrative Staff	4,135.00	42,237.00	51,545.00
Support Staff			
Employee Benefits	973.00	9,914.00	12,100.00
Staff Training	121.00	1,240.00	1,513.00
Total Personnel Expenses	5,229.00	53,391.00	65,158.00
Operational Expenses			
Office Space - (Mortgage/Rent)	493.00	4,873.00	5,947.00
Maintenance	157.00	1,598.00	1,953.00
Building Utilities	11.00	280.00	341.00
Communication	83.00	847.00	1,034.00
Office Supplies	74.00	760.00	929.00
Transportation/Travel	198.00	2,023.00	2,469.00
Vehicle Maintenance and Repair			
Postage and Shipping	31.00	318.00	388.00
Printing and Publications	57.00	594.00	726.00
Insurance	148.00	1,512.00	1,845.00
Equipment and Furniture	71.00	730.00	891.00
Association Dues/ Licensing Fees	59.00	600.00	732.00
Recruitment/Advertising	58.00	588.00	717.00
Auditing Expense	80.00	822.00	1,003.00
Other: Professional Fees			
Depreciation	421.00	4,301.00	5,249.00
Purchased Services/Consultants	603.00	6,164.00	7,523.00
Computer Services	894.00	9,132.00	11,145.00
Legal	122.00	1,242.00	1,516.00
Interest	63.00	640.00	782.00
Misc	201.00	2,051.00	2,501.00
Total Indirect Admn. Expense:	3,824.00	39,075.00	47,691.00
Offsetting Revenues:			
Total Revenue :	0	0	0
Net Total	\$ 9,053.00	\$ 92,466.00	\$ 112,849.00

*While the actual contract length will likely differ, beginning sometime after March 1, please use the 4 month framework for this budget exercise

Proposed Direct Administrative Expenses

OBJECTS OF EXPENSE	Projected Budget FY15-16 (March 1, 2015*-June 30, 2016)	Projected Budget FY16-17 (July 1, 2016-June 30, 2017)	Projected Budget FY17-18 (July 1, 2017-June 30, 2018)
Personnel Expenses (Use detailed Direct Admin Staff Roster as an input for this section. Add additional rows as needed to account for all direct staff titles)			
Salaries	17,268.00	334,624.34	414,883.00
Employee Benefits	5,233.49	119,789.78	149,053.95
Staff Training	5,000.00	5,000.00	4,000.00
Total Personnel Expenses	27,501.49	459,414.12	567,936.95
Office and Operational Expenses			
Office Space - (Mortgage/Rent)	12,000.00	36,000.00	36,000.00
Maintenance			
Building Utilities	2,334.00	7,000.00	7,000.00
Communication	1,000.00	5,000.00	10,000.00
Office Supplies	2,000.00	5,000.00	2,500.00
Transportation/Travel	3,000.00	35,375.00	43,375.00
Vehicle Maintenance and Repair			
Postage and Shipping	1,000.00	1,000.00	1,000.00
Printing and Publications	2,333.00	5,000.00	5,000.00
Insurance	1,131.00	11,559.00	14,106.00
Equipment and Furniture	4,000.00	4,000.00	4,000.00
Association Dues/ Licensing Fees			
Model Fidelity/Consultation			
Recruitment/Advertising	1,500.00	13,500.00	21,850.00
Billing		10,000.00	14,500.00
Parent Fees		348,621.00	499,594.00
Youth Activities		8,000.00	8,500.00
Other:	333.00	1,000.00	1,000.00
Total Office and Operational Expenses	30,631.00	491,055.00	668,425.00
Offsetting Revenue			
Total Offsetting Revenue	-	-	-
Net Total:	58,132.49	950,469.12	1,236,361.95
Total Indirect Administrative Expenses	9,053.00	92,466.00	112,849.00
Grand Total:	\$ 67,185.49	\$ 1,042,935.12	\$ 1,349,210.95

*While the actual contract length will likely differ, beginning after March 1, please use the 4 month framework for this budget exercise

Year One Enhanced Recruitment

Please detail your plan for the use of \$42,560 Enhanced Recruitment Fund for the first year of operation.

OBJECTS OF EXPENSE	Projected Budget For One Year
Personnel Expenses (Add additional rows as needed to account for all direct staff titles)	
Recruiter	10,667.00
Part Time Recruiter	10,667.00
Employee Benefits	5,545.00
Staff Training	
Total Personnel Expenses	26,879.00
Office and Operational Expenses	
Office Space - (Mortgage/Rent)	
Maintenance	
Building Utilities	
Communication	
Office Supplies	
Transportation/Travel	
Vehicle Maintenance and Repair	
Postage and Shipping	
Printing and Publications	
Insurance	
Equipment and Furniture	
Association Dues/ Licensing Fees	
Model Fidelity/Consultation	
Recruitment/Advertising	15,681.00
Other:	
Total Office and Operational Expenses	15,681.00
Offsetting Revenue	
Total Offsetting Revenue	-
Net Total:	42,560.00
Total Indirect Administrative Expenses	9,053.00
Grand Total:	\$ 51,613.00

See Appendix 3 for: Pressley Ridge's budgets for the two most recent fiscal years, a copy of Pressley Ridge's latest audit report/certified financial statement, and Pressley Ridge's most recent Internal Revenue Service Tax Form 990.

Budget Narrative

Pressley Ridge has prepared a 3-year budget for the Family Foster Care Program for Young People. The budget number was prepared based on the programs projected census for the each of the three years. Pressley Ridge plans to have a census of zero kids at the end of the first partial year (four months). This time will be used to hire staff and recruit families. At the beginning of the first full year Pressley Ridge plans to have a census of ten families and increase by families kids each month until they reach the required fifty families in March of 2107.

The largest expense for the program will be salaries and benefits. In Year 1, Pressley Ridge will have the following salaries for the first four (4) months:

- The Program Director will be charged to the program at 50% of the \$60,000 salary.
- The Senior Director will be charged to the program at 5% of salary.
- Recruiters (1.5 Recruiters) charged to the program to recruit families at a salary of \$32,000. This will be paid for with the Enhanced Recruitment Funds in Year 1.
- In the fourth month of the first year, one (1) Foster Care Coordinator will be hired at \$32,000 and one (1) Supervisor at \$40,000.

In Year 2, Pressley Ridge will have the following salaries:

- The Program Director will be charged to the program at 50% of the \$60,000 salary.
- The Senior Director will be charged to the program at 5% of salary.
- Recruiters (1.5 recruiters) charged to the program to recruit families at a salary of \$32,000. The first four months of year 2 the part-time recruiter will be paid with Enhanced Recruitment Funds.
- Foster Care Coordinators will be added as the census increase.
- Pressley Ridge will start with two (2) Foster Care Coordinators and add additional positions in September, November, January and March, until there are six (6) Foster Care Coordinators at the end of Year 2. The Foster Care Coordinator salaries will range between \$29,000 and \$32,000, based on level of experience.
- One (1) Youth and Family Support Specialist will be hired to start the year in July; as Census increases by November, one (1) additional Youth and Family Support Specialist will be hired at a salary of \$25,000.
- Pressley Ridge will start Year 2 with one (1) Supervisor and hire one (1) additional Supervisor in November at a salary of \$40,000.
- One (1) Office Manager will be hired at the beginning of Year 2 and will work 30 hours per week and an hourly salary of \$12 per hour.
- Pressley Ridge will reach full staffing during Year 2.

In Year 3, Pressley Ridge will have the following salaries:

- The Program Director will be charged to the program at 50% of the \$60,000 salary.
- The Senior Director will be charged to the program at 5% of salary.
- Recruiters (1.5 recruiters) charged to the program to recruit families at a salary of \$32,000.
- Foster Care Coordinators will be hired as the census increases; six (6) Foster Care Coordinators at a salary range between \$29,000 and \$32,000 based on level of experience.
- Two (2) Youth and Family Support Specialist will be part of the program with salaries of \$25,000.
- Pressley Ridge will have two (2) Supervisors; salary for each will be \$40,000.

- The Office Manager will work 30 hours per week and an hourly salary of \$12 per hour.
- The program will be fully staffed for the full year.

Personnel Expense Calculation - Personnel expenses were calculated in the budget based on the rates Pressley Ridge is currently paying for the taxes and benefits. Payroll taxes were calculated at 7.65%. Unemployment was calculated at 1.1%. Workers Compensation is calculated at 2.76%. Health Insurance was calculated at \$550 per month for each of the full time employees. Life Insurance was calculated at 0.42%. Pressley Ridge added additional costs for retirement and education benefits. These expenses were not added for all employees, retirement is not paid until an employee works for the organization for two year, but it is assumed that some of the positions will be filled internally. Education benefits must be approved by the Program Director and generally are only used by a few staff in each program.

Occupancy Expense Calculation - The occupancy expense for the program was calculated as follows: Rent expense was calculated based on renting a 3000 square foot office at a rate of \$12 per square foot. Rent for year 1 is \$12,000; rent for Years 2 and 3 is \$36,000 each year. Utilities are budgeted at \$2,334 for Year 1 and \$7,000 each for Years 2 and 3. Telephone and Communication expenses are budgeted at \$1,000 for Year 1, \$5,000 for Year 2, and \$10,000 for Year 3. The telephone and communication expense will increase as the number of staff and youth served increase.

Professional Parent Fee - Professional Parent Fee was calculated based on the rates for the three categories of youth in the budget. The rate for Youth age 12 – 21 is \$75, the rate for siblings is \$58, and the rate for infants is calculated at \$58. The rate was multiplied by the census for each month and then multiplied by the days in each month to come up with the total parent fee for each year. The total parent fee was then multiplied by 75%. Pressley Ridge assumes a 75% capacity for budget purposes.

Parent Recruitment/ Advertising Expense - Parent recruitment expense combines three (3) expenses - the cost for clearances for the families, the cost for parent recruitment activities, and bonuses paid to families for referring other families to the program. The cost of clearances for each family is \$150 and Pressley Ridge plans to spend \$500 per month on parent recruitment activities. Pressley Ridge plans to certify ten (10) families in Year 1 with a total parent recruitment cost for Year 1 of \$1,500. Pressley Ridge plans to certify fifty (50) families during Year 2, and plans to pay out \$8,000 in parent bonuses for referring other families; the total parent recruitment cost for Year 2 is \$13,500. Pressley Ridge plans to certify thirty-five (35) families during Year 3, and plans to pay out \$7,600 in parent bonuses for referring other families to Pressley Ridge. The total parent recruitment cost for Year 3 is \$21,850. Advertising expenses will be advertising to help with recruitment of both staff and parents. We will have advertising costs of \$2,681 in Year 1 and \$3,000 for each Year 2 and Year 3. Pressley Ridge also plans to spend \$1,000 in both Years 2 and 3 for a youth Christmas party. Parent Recruitment expenses of \$4,681 in Year 1 and \$11,000 in year two will be paid by Enhanced Recruitment Funds.

Client Travel Expense - Client Travel has three parts: 1) bus passes for youth and 2) all additional client travel, and 3) Administrative Travel. The census is zero in Year 1, so there is no client travel cost, administrative travel is budgeted at \$3,000. Client travel for Year 2 includes bus passes for fifty (50) youth multiplied by \$95 per month for each bus pass times 12 months multiplied by the 75% capacity. An additional assumption was made that only 50% of the youth will require a bus pass that was not provided by his/her school. Year 2 includes an additional

\$12,000 in the budget to transport youth to all appointments. Year 2 also includes \$2,000 for administrative travel. The total client travel for Year 2 is \$35,375. Client travel for year 3 will have bus passes for 50 kids multiplied by \$95 per month for each bus pass times 12 months multiplied by the 75% capacity. An additional assumption was made that only 50% of the youth will require a bus pass that was not provided by his/her school. Year 3 includes an additional \$20,000 in the budget to transport youth to all appointments. Year 3 also includes \$2,000 for administrative travel. The total client travel for Year 3 is \$43,375.

Youth Activities Expense - Youth activities were budgeted at \$100 per youth for Year 2 and Year 3. Youth activities are \$8,000 for Year 2 and \$8,500 for Year 3.

Allocated Billing Expense - Allocated Billing is the cost for the Pressley Ridge Billing Department to invoice and collect cash receipts. This expense is allocated to all Pressley Ridge programs based on a percentage of the programs revenue compared to the agency's total revenue. There is no billing cost for Year 1. Allocated billing for Year 2 is \$10,000 and \$14,500 for Year 3.

Conference and Training – Conference and Training is budgeted at \$5,000 for Year 1; \$5,000 for Year 2, and \$4,000 for Year 3. The cost of training will decrease slightly in Year 3 as there will be fewer staff being hired in Year 3.

General Expenses – General Expenses include:

- Printing and Publications will be \$2,333 in Year 1; \$5,000 in Years 2 and 3.
- Office Supplies will be \$2,000 in Year 1, \$5,000 in Year 2, and \$2,500 in Year 3.
- Office Equipment will be \$4,000 each year.
- Postage expense will be \$1,000 each year.
- Administrative travel will be \$3,000 in Year 1 and \$2,000 in Years 2 and 3.
- Insurance expense will be \$1,131 in Year 1; \$11,559 in Year 2; and \$14,106 in Year 3.
- Miscellaneous expense was calculated at a cost of \$333 in Year 1 and \$1,000 in each Years 2 and 3.

Administrative expenses are calculated as program salaries compared to total agency salaries. The percentage is multiplied by the administrative expenses and the administrative expenses are then allocated the program.

ENHANCED RECRUITMENT FUND

Pressley Ridge will use the Enhanced Recruitment Fund to help assist the agency with foster parent recruitment. Pressley Ridge will use the additional funds to pay for one (1) full time recruiter for the first four months for a total cost of \$14,673, the first 8 months of our part-time recruiter at a total cost of \$12,206. The additional funds will be used for Parent recruitment, advertising and Parent Bonuses, this will total \$15,681.

SPECIAL PAYMENTS FUND

Pressley Ridge did not budget for the Special payments fund. These funds would be requested from the county only as a last resort.



Western Pennsylvania Administration
January 2016

