

RFP Response Form

Replication of the Evidence-Informed YVLifeSet Model for Foster Youth Transitioning to Adulthood

PROPOSER INFORMATION

Proposer Name: Pressley Ridge

Authorized Representative Name & Title: Jesse McLean, Executive Director, Western PA

Address: 5500 Corporate Drive, Suite 400, Pittsburgh, PA 15237

Telephone: 412-872-9400

Email: JMcLean@pressleyridge.org

Website: www.pressleyridge.org

Legal Status: For-Profit Corp. Nonprofit Corp. Sole Proprietor Partnership

Date Incorporated: January 4, 1862

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Susanne L. Cole	412872-9418	SCole@pressleyridge.org
Contract Processing Contact	Jim Schuyler	412-872-9413	JSchuyler@pressleyridge.org
Chief Information Officer	Jan Kubiska	412-872-9463	JKubiska@pressleyridge.org
Chief Financial Officer	Douglas A. Mullins	412-872-9400	DMullins@pressleyridge.org
Administrative Contact	Jesse McLean	412-872-9400	JMcLean@pressleyridge.org

BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.

Attached to Response Form.

Board Chairperson Name & Title: Brad A. Funari, Chair

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

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REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.

Please do not use employees of the Allegheny County Department of Human Services as references.

Sandra D. Arthur, M.S.W., A.C.S.W., L.I.C.S.W., P.I.P.
Trainer / Consultant
Institute for Family Development

[Redacted contact information for Sandra D. Arthur]

Dayna Revay, MSW, LSW
Beaver County Children and Youth Services Administrator

[Redacted contact information for Dayna Revay]

Nancy Hines
Superintendent
Penn Hills School District

[Redacted contact information for Nancy Hines]

PROPOSAL INFORMATION

Date Submitted 7/31/2017

Amount Requested: \$509,692.00

Proposal Abstract:

Please limit your response to 750 characters

Pressley Ridge has been serving vulnerable youth and their families through community and home-based services since the 1980's. As a YVLifeSet provider, Pressley Ridge offers experience in case management to transition-age youth, established relationships with child welfare, education and juvenile justice systems, and delivering interventions that are trauma-informed and evidenced-based. Pressley Ridge is culturally responsive in engaging youth in treatment and guided by qualified and experienced staff that honor a collaborative approach to working with human service, legal, and education systems in Allegheny County. As a YVLifeSet provider, Pressley Ridge will maintain a high standard of program evaluation, data collection, and quality assurance in service delivery to affect positive outcomes for transition-age youth.

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CERTIFICATION

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

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination and HIPAA.

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

ATTACHMENTS

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Budget Narrative and Budget
- Board of Directors
- MWDBE documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9

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REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 13 pages.

A. Organizational Leadership and Experience (30 points)

1. Describe your organizational culture and how you engage hard-to-reach populations.

Pressley Ridge's guiding beliefs 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 understands that in order to establish a working relationship with youth and families, it is first necessary to join with and engage – i.e., to meet where they are – both physically and emotionally. Therapists in Pressley Ridge's in-home programs understand that youth and families will not trust and work in earnest with a therapist or team without true engagement. Pressley Ridge is keenly aware that solid joining and engagement leads to a strong working alliance between the youth, family, and treatment team. Engagement with the team means that opinions and views are heard and respected; aspirations and dreams are supported; judgements are not made; and support is delivered emotionally and concretely.

At the heart of Pressley Ridge values is the belief that all young adults are full of potential. 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 believes that all young adults need a sense of belonging. Pressley Ridge stands by natural supports to help young people find a way, without judgment, labeling, or blame. Young adults and their natural supports respond by coming together and finding new ways to communicate.

Another principle upon which Pressley Ridge bases its work is everyone needs a little help sometimes. Whether a situation looks hopeless or the young adult is simply experiencing a rough patch, Pressley Ridge provides coaching and support in the moment and over time – whenever Pressley Ridge is needed. For transition- age youth, Pressley Ridge's commitment to, and competence in, serving this complex population is defined in the organization's principals. Pressley Ridge chooses the language of Re-Ed over that of pathology with the belief that new skills can always be taught and learned, despite one's particular struggles or diagnoses. Re-Ed is fundamentally congruent with the language and philosophies of Wellness and Recovery and emphasizes idealism and staff belief in the potential for youth and their families to thrive – the heart of Pressley Ridge services.

Pressley Ridge understands maintaining progress towards recovery and whole health wellness both internally as an organization, and externally in providing services to youth and families. Pressley Ridge believes that strong and healthy staff are better able to support the strength and health of youth and families. Pressley Ridge has an active employee wellness program and a focus on compassion fatigue and secondary trauma that is fully supported by leadership. Whether it is a workplace yoga class or the quarterly supervisory group consultation on secondary trauma to employees, Pressley Ridge supports the whole person health aspect of recovery and wellness.

The whole health priority appropriately transfers to young adults and families served by Pressley Ridge. Promoting whole health among individuals requires staff to have a strong comfort level and active participation in activities that promote health, wellness, and recovery. Participating with transitional age

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youth as they try something new encourages a willingness to work side-by-side instead of in front allowing for a safe space to try something new. Young adults need both education and permission to prioritize themselves. Staying with the person who is straddling the line between pre-contemplative and contemplative and supporting the moments when they are defining whether they believe a change is needed is the heart of the work. Keeping in mind that the stages of change fall on a fluid continuum reminds us that change isn't succeed or fail and people need support as they move forward, and to be nurtured when they fall back.

Pressley Ridge staff members are well versed in a number of tools to motivate and engage youth towards whole health wellness. One such tool is Motivational Interviewing which focuses on exploring and resolving ambivalence and centers on motivational processes within the individual that facilitate change. The method does not impose change that may be inconsistent with the person's own values, beliefs, or wishes, but rather supports change in a manner congruent with the person's own values and concerns. Another mechanism in place is to measure a youth's perception of the therapeutic alliance through the Working Alliance Inventory (WAI)[1] and the Working Alliance Assessment (Youth & Family forms). The WAI uses a 3-subscale measurement based on Bordin's tripartite definition of the alliance; (a) agreement on the tasks of therapy, (b) agreement on the goals of therapy and (c) development of an affective bond. Pressley Ridge is also developing an Alliance Building Learning to Engage (ABLE) model that focuses on eliciting feedback from youth and families about their agreement on goals, tasks, and bond they have with their staff. Through the use of the Working Alliance Assessments at the end of sessions, program staff can facilitate a discussion around the youth and families' experience in the program and can tailor interventions to increase their working alliance thus leading to improved outcomes. For programs utilizing either of these two scales, they provide youth and family members input into the services they are receiving and help to adjust the "fit" between therapist and client.

At Pressley Ridge, orientation and training focus on staff developing an awareness of their own values and how those values affect their ability to join and work with youth and families. Pressley Ridge believes, like all true strength-based organizations, that respect and admiration for a person's struggles, and searching for strengths rather than weaknesses, will motivate an individual to work for change. Pressley Ridge therapists are encouraged and supported by supervisors to be comfortable working with all types of families and clients and to demonstrate respect for culture and values. Workers demonstrate their interest through reflective listening, and show confidence in potential by exploring areas of successful functioning. Every individual 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 young adults want to and can succeed.

Pressley Ridge's Family Engagement Project is a part of our strategic plan to strengthen and spread our engagement philosophy throughout the organization. Resources allocated to this project include two full-time professional consultants and trainers devoted to deeply engaging leadership, programs, and staff members in challenging belief systems and understanding true engagement strategies. Project resources allow for individual and group consultation, training opportunities, and live supervision on- and off-site.

2. Describe your organization's experience providing home- and community-based programming and serving youth who have received child welfare services.

Pressley Ridge has provided an array of community-based, in-home services to families since the 1980s, starting with the advent of Pressley Ridge Treatment Foster Care (PR-TFC). Current Pressley Ridge community-based programs include: family-based mental health; service coordination; various in-home models - including family preservation, HOMEBUILDERS® and PACT; crisis-oriented teams; services directed

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at families with co-occurring issues; and services directly for transition age youth. All community-based and foster care programs are designed to allow staff to meet with clients in the home and in the community settings, as well as Pressley Ridge office locations throughout the region. In fiscal year 2016 Pressley Ridge provided service to over 6,000 individuals/families in our community-based or child welfare centered services, accounting for more than 90% of our services.

Pressley Ridge utilizes a 24-hour crisis response in all community-based and foster care programs. Direct access to staff and leadership at Pressley Ridge plays an integral role in helping young people remain in their communities and avoid inpatient and other residential stays. With each crisis call to a Pressley Ridge staff member, comes increased trust in the support system and in oneself to work through problems without going to the emergency room. Often youth and families are initially very dependent on the inevitability of the hospital stay, and then begin to rely on Pressley Ridge's support, and finally come to rely on their own system of support. Pressley Ridge is patient and understanding of this process, not chastising the young adult for overtaxing the crisis response system, but rather helping them learn and practice new skills each time that will lend to their ability to remain in their homes and communities.

PR-TFC program is based on the belief that treatment of youth with behavioral health concerns can be more effective when it takes place in natural environments. It is predicted that learning will be maintained with more vigor when the environment is more similar to a youth's own home, school, and community environments. The goal of PR-TFC is to transfer the skills learned in treatment to the family and community setting. When reunification is not possible, we address the permanency for the youth which may include adoption, guardianship, or transition to independence.

Pressley Ridge has a long history of adhering to a set of values in community-based programs that guide program design and staff behavior. The following community-based program beliefs and values are part of the organizational culture and communicated to all program staff during new hire training:

- a. *If at all possible, a child is best off living with his/her own family.*
- b. *We presume all parents care about their children.*
- c. *All parents need to be supported at times in meeting their children's needs.*
- d. *Every family needs ongoing informal supports. For some families, there is also the need for ongoing formal supports.*
- e. *Every household is entitled to the best services to maintain a healthy family (e.g. medical, mental health, educational, legal). The family's community should offer a rich array of services to children and their families so alternatives to residential services are available. Out of home arrangements should be a last alternative.*
- f. *Families have complex co-occurring needs. Short term community based services cannot solve all the problems within any family. Even when residential services or a psychiatric hospitalization for a child is indicated, we believe it is vital to promote family connections.*
- g. *The family's surrounding environment has a significant impact on how the family operates. We need to understand community as well as the family.*

This set of values offers a base framework under which program decisions are made, supervision is guided, and clinical direction is taken. Pressley Ridge Therapists refer to these basic principles when working with families to set the stage for positive change. Close, supportive supervision and clinical consultation help therapists maintain their focus on the mission of doing whatever it takes to create success for children and families.

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Currently Pressley Ridge operates community-based and foster care in Pennsylvania, Ohio, West Virginia, Delaware, and Maryland. Pressley Ridge's array of foster care and in-home services consists of:

1. Independence Ahead, MTAY (Allegheny County, Western Pennsylvania): MTAY is a community-based team, including a therapist, service coordinator, psychiatric rehabilitation specialist, and peer support that serve young adults ages 18-27 who are transitioning from the child-serving systems to adult services. Services include 24 crisis intervention, a partnership with permanent supportive housing, and full coordination and collaboration with all Allegheny County systems to serve identified young adults. The primary objective of the Mobile Transition Age Youth Team for young adults with SE/BD is to engage the youth in the decision-making process for all aspects of his/her life. The young adults will lead the design of the treatment plan and use the team for guidance and advice to develop an individualized, strengths-based recovery-oriented plan that is designed to support the youth in developing the skills needed to live, learn, and work independently in the community.
2. Service Coordination (Allegheny County, Western Pennsylvania): Pressley Ridge's Service Coordination program serves close to 300 youths and their families annually. The Service Coordination program is designed to help children and adolescents diagnosed with a severe mental illness get access to needed resources and services in their communities. These resources are sought so children can manage their behaviors and difficulties while living with their families, attending school, and participating in community activities.
3. HOMEBUILDERS® (Allegheny County, Western Pennsylvania): Pressley Ridge's HOMEBUILDERS® program provides intensive, in-home crisis intervention, counseling, and life-skills education for families who have children at imminent risk of placement in state-funded care. Services are time-limited and concentrated in a period targeted at 4 weeks. The service is designed to resolve the immediate crisis, and teach the skills necessary for the family to remain together. Each family receives an average of 40 to 50 hours of direct service. Therapists carry only 2 to 3 cases at a time. This enables them to be accessible and provide intensive services. Low caseloads also allow therapists the time to work on specific psycho-educational interventions, as well as the basic hard service needs of the family.
4. PACT (Maryland): Family stability services in Baltimore City in partnership with 52 community schools are designed to serve the needs of parents and children who are at risk of needing home and community-based family stability services. Families are identified and linked to Pressley Ridge for services through community school coordinators. The ultimate goal of services is to prevent or reduce adolescents from entering or re-entering care. Families enhance their overall level of safety, with increased parenting skills, increased coping skills, and problem-solving skills taught to youth to make safe decisions, allowing them to remain in their homes.
5. Pressley Ridge Treatment Foster Care (Pennsylvania, Ohio, West Virginia, Delaware, and Maryland): Within a traditional foster care situation, the PR-TFC model uses foster parents who are given advanced clinical and technical training and support in order to best serve the youth placed in their home. Treatment is guided by a plan implemented by the treatment parents and consists of a set of specific and measurable treatment goals which are tailored to each individual youth's needs and are monitored frequently. The program involves the family or other caregivers of the youth who are in care and actively engages the family members with parenting skills and attention is given to the relationship the youth has with the family.
6. Teen Foster Care (Allegheny County, Western Pennsylvania): Pressley Ridge offers specialized foster care to meet the needs of teens and the families supporting them. By providing love, care, structure, and supervision, foster parents ensure that the child's health, safety, and welfare are always maintained. Foster parents help young people progress toward their goals by assisting them with

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meeting their medical and mental health needs, keeping connections with family and friends, and encouraging participation in community and recreational activities.

7. Foster to Adopt and Adoption Services (Allegheny and Lancaster Counties, Pennsylvania): Families choosing Foster to Adopt a child in the foster care system permanency through an eventual adoption. Pressley Ridge is a state-approved, licensed adoption program. As a Statewide Adoption and Permanency Network (SWAN) affiliate, the goal of our adoption program is to offer multiple services to meet the permanency needs of children and families while working one-on-one to build and maintain strong relationships.
8. Family-Based Mental Health Services (Allegheny, Beaver, Fayette, Westmoreland, Greene, Washington Counties in Western Pennsylvania): Family-based Mental Health programs use an eco-systemic structural family therapy approach while working with youth and families in their homes. Family Based Mental Health offers four main services to families: therapy, crisis intervention, case management, and family support services. The use of Structural Family Therapy is at the core of this intervention. Structural Family Therapy is a strength-based, outcome oriented treatment modality based on eco-systemic principles. This intervention involves an extensive three-year training program for staff and ongoing supervision provided by trained supervisors.
9. Family Preservation and Crisis Stabilization (Fayette, Washington, and Beaver Counties, Western Pennsylvania): The Crisis Stabilization and Family Preservation programs serve youth and families for a 4-8 week period with a minimum of three visits per week. The service is provided to youth and families involved in CYS or JPO. Services are provided by professionals who assess what the needs and strengths are of the family and identify risks to out of home placement. A crisis plan is put into effect that identifies safety issues, action steps for family members, and information for use of a support system that will be optimized for continuing stabilization of the family unit.
10. In-Home Mental Health services (Ohio): Using a similar model of intervention that combines elements of Family-based Mental Health (FBMH) and Family Preservation. The Home-based Program is a comprehensive service. The program's family focus can eliminate or reduce the need for additional outside services such as crisis intervention, individual or family therapy, or children's case management. Youth and families served are involved in multiple systems including child welfare and mental health.
11. Intensive Family Services (Central Pennsylvania): The purpose of the Intensive Family Services program is to provide a comprehensive multi-level array of services to fully support the family in completion of their goals. The program is designed to address a variety of concerns including: family supportive services, basic parenting education, advanced parenting concerns, family structure/routine concerns, family needs/resource finding, and mental health concerns / provision of individual, couple and family therapy.
12. Safe At Home (West Virginia): Pressley Ridge's Safe At Home programs utilize a Wraparound model and the ten principles of Wraparound to provide services and establish formal and informal supports to youth and their families. Interventions and services are intended to prevent the need for out of home care or to assist with the safe transition home from out of home care. The youth served in this program have significant emotional, mental health, and behavior health issues and challenges. Utilizing the principles of Wraparound, the program strives to maintain youth in their family or return them to their families with additional support following treatment or out of the home placement.
13. Tapestry (Ohio): Pressley Ridge's Tapestry System of Care project is a collaborative effort with the Cuyahoga County Division of Children and Family Services and other community-based providers to provide high fidelity wrap around (HFWA), family advocacy and intensive care coordination to prevent youth from needing out-of-home placement. Pressley Ridge's Tapestry program delivers a comprehensive spectrum of services to meet the multiple and always changing needs of children and

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their families. The target population for Pressley Ridge's Tapestry program includes youth at imminent risk of out of home placement, with significant behavioral and/or mental health challenges, under the age of eighteen (18) and at least six (6) years old at the time of referral, and involved with or at risk of involvement with multiple child-serving systems.

3. Provide your staff turnover rate for the past 3 years. Describe your strategies for staff retention.

Pressley Ridge's turnover rate has averaged approximately 27% over the past three years. In 2014, the total turnover rate for the entire organization was 26.5%. The rate decreased slightly in 2015 to 24.9% and increased slightly in 2016 to 29.8%. Turnover within the Community Based service line is significantly lower than Pressley Ridge's other lines of business, accounting for only one-third of the total turnover, with the remaining 70% of turnover coming from the Education and Residential service lines. Community Based programs typically experience turnover of less than 10% per year with an overall average of 9.7% and many programs experiencing perennial turnover of only 1 or 2%.

Pressley Ridge understands that quality staff = quality programming. Therefore, a number of data points including employee demographics, exit interviews, and recruitment data have been analyzed, and Pressley Ridge has been able to identify specific turnover trends and themes. Presently, there are no themes by gender or race. However, there are themes related to age and length of service. Length of service is strongest amongst staff ages 41 and higher, averaging 7.26 years of service with peaks of 7.4 years of service amongst 51-55 year olds, and 12.32 years of service amongst staff 60 years or older. Length of service is weakest amongst staff ages 40 and under, averaging 2.2 years of service. As age increases, so does length of service. Length of service is notably briefer for staff age 30 under, averaging 1 year of service, but jumps to 2.89 years of service amongst 31-35 year olds, and increases again to 3.89 years of service amongst 36-40 year olds.

In order to address the generational differences, Pressley Ridge has created a supervision tool entitled Alliance Building: Learning to Engage (ABLE). ABLE is a new model for tracking supportive relationships or "working alliances." Research shows that healthy alliances foster improved outcomes such as improved well-being and functioning for individuals served and increased engagement and satisfaction for employees. ABLE combines working alliance theory with practical feedback tools that reinforce relationships (with individuals, groups, teams, etc.), the center of everything Pressley Ridge does.

Currently, several Pressley Ridge sites across the organization are implementing ABLE as a "pilot/phase one" group, with the intent that ABLE will be rolled out to all programs at Pressley Ridge within the current fiscal year. ABLE, in combination with all of the clinical training that is made available to Pressley Ridge staff, supports Pressley Ridge's strategic goal of having a healthy, engaged, diverse workforce that is committed to meeting the ever-changing needs of those we serve. A cross-functional work group comprised of HR, Program Leadership, and Research/QI meets monthly to discuss turnover and create action plans based on identified themes and trends.

Employee Retention

Pressley Ridge's strategic thinking, business practices, and future direction guide the implementation of an organizational Diversity Plan which includes meeting with experts to explore best practices, forming an Advisory Group, and developing a Diversity Statement. The Diversity Plan is supported by the following strategies to retain quality staff:

- Pressley Ridge provides solid clinical and administrative supervision and a high level of support to employees including:

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- Individual and team/group supervision, consultation and training at the direct-care level and supervisory level through Pressley Ridge's Family Engagement Project and the Clinical Steering Committee.
- Consistent staff appreciation through verbal feedback, individual and team rewards, and ceremony and ritual to celebrate successes.
- Performance reviews and regular feedback on staff performance, including written and verbal reporting, mutual contracting on professional goals, and professional development planning and support.
- Pressley Ridge believes in experiential learning activities that punctuate learning opportunities and group cohesion, allow for reduction in stress, and opportunities to process the work.
- Pressley Ridge provides a Wellness Program that includes activities and information on how to live a healthy and stress-reduced lifestyle at home and in the workplace. The employee's wellness and risk of vicarious trauma and compassion fatigue are addressed through organizational committees and resources such as the Wellness Committee, the Clinical Steering Committee and clinical supervision.
- Employees are provided with education benefits, up to \$1,500 per year, to use for conferences, training, or tuition payments.
- Pressley Ridge has partnerships with colleges and universities in the area that provide tuition discounts for full-time staff wishing to obtain higher education. Pressley Ridge currently partners with Marshall University to provide the opportunity to earn a master's degree to a cohort of its employees.
- Pressley Ridge offers staff recognition based on years of service by presenting qualified employees with service awards.

Pressley Ridge is committed to embracing a diverse workforce and the benefits it brings to those served. To support retention efforts and the organization's strategic goal of a healthy, engaged, and diverse workforce, Pressley Ridge encourages employees to utilize preventive benefits (i.e., annual basic medical, dental, and eye exams) and to invest and save through the organization's retirement plan. Pressley Ridge also has implemented a tiered employee referral program. Unlike referral programs that offer a flat, one-time payout, the tiered program provides an opportunity for multiple bonuses as the referred employee's length of service and retention continues over time.

4. Please attach a copy of your organization's financial audits or certified financial statements for the past three years (not counted towards page limits).

B. Meeting Program Standards (30 points)

5. Describe your organization's experience replicating evidence-informed models to fidelity.

Pressley Ridge has experience delivering evidence-based models in various program settings complemented by quality assurance activities completed by both external and internal entities. The primary strategies used to replicate models include strict model fidelity and communication to the systems involved about the treatment strategy and rationale. When delivering an evidenced based practice, therapists need to both believe that the practice works and strictly adhere to the intervention, even when progress is slow. This requires patience on the therapist's part, as well as the ability to convey to the other members of the treatment team the strategy behind the intervention, as adherence to the model can be derailed by pressure from other systems to find a quicker fix. These discussions can and should occur through conferencing and teaming and regular communication and collaboration between system providers. Past and current experience with evidence-based programming includes:

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1. HOMEBUILDERS® – Pressley Ridge began providing HOMEBUILDERS® in Allegheny County in May of 2015. HOMEBUILDERS® provides intensive family preservation services and intensive family reunification services for families with children from birth to 17 years old. Pressley Ridge has a 98.31% program success rate in placement prevention and reunification as per the most recent HOMEBUILDERS® Site Review for July 1, 2016 to January 31, 2017.
2. PACT - The Family Stability Program (utilizing the PACT model) in Baltimore City began in October of 2014. The Family Stability Program served 51 school aged children and families in their first year, 71 youth and families in FY16, and 78 youth and families in fiscal year 17, for a total of 200 youth and families served. Pressley Ridge PACT Program Baltimore has a 91.03 % program success rate in placement prevention and reunification as per our most recent PACT Site Review for 4.1.15 - 3.31.16.
3. The Parent Works Program – Parent Works utilizes the *Active Parenting Now* curriculum – an evidence-based program for the prevention of child abuse and neglect for parents of 2- to 12-year-olds who want to improve their parenting skills. The program teaches parents how to parent a child with use of encouragement, building the child's self-esteem, and creating a relationship with the child based upon active listening, effective communication, and problem solving. It also teaches parents to use natural and logical consequences and other positive discipline skills to reduce irresponsible and unacceptable behaviors.
4. Incredible Years: The Incredible Years program is a series of interlocking, evidence-based programs for parents, children, and teachers, supported by over 30 years of research. The goal of the program is to prevent and treat young children's behavior problems and promote their social, emotional, and academic competence. The program is used by our in-home services and school based programs in Harrisburg.
5. Multidimensional Treatment Foster Care (MTFC) – MTFC implemented in the foster care program in Ohio. Staff and supervisors were trained in the MTFC model and were required to complete fidelity measures to assure that quality assurance was addressed. This program was able to meet all of the requirements of the model and able to assure consistency with the model components.
6. The Therapist Adherence Scale - Therapist Adherence Scale used in Pressley Ridge's family-based mental health programs to assure model fidelity and quality assurance. Currently this measure is part of the "best practices" for the delivery of this program. The measures are being used in at least two time points during the episode of care and are reviewed at supervision meetings with the team's supervisor.
7. Pressley Ridge's Treatment Foster Care (PR-TFC) – PR-TFC programs are undertaking the process of building the evidence of the effectiveness of the PR-TFC model. This process includes a research analysis of the model components and piloting a fidelity tool that serves as an internal review of adherence to the model and for quality assurance. In addition, both internal and external evaluations of the effectiveness of PR-TFC's pre-service training are currently underway.
8. Trauma-Focused CBT: Across the organization, Trauma Focused CBT is used to address the unique needs of children with PTSD symptoms, depression, behavior problems, and other difficulties related to traumatic life experiences. Clinicians are trained in TF-CBT and are provided with ongoing clinical supervision in this model. The use of TF-CBT model provides clinicians with a specialized intervention needed for those affected by trauma experiences in their lives.
9. Motivational Interviewing (MI): A number Pressley Ridge of programs utilize Motivational Interviewing in order to normalize of the process by which lasting change occurs. MI is a format by which a continuum of service delivery is built upon that allows for each team member to embrace the strengths and motivation of those willing and able to change. MI also creates a common language by which ambivalence to change can be understood and a process by which change can occur through developed therapeutic alliances.

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6. Describe your capacity for collecting and reporting data in the Youth Villages data system.

Pressley Ridge programs have a long history of collecting and reporting data in both internal and external centralized data systems. Internally, program staff collect data throughout services and enter this information into the organization's electronic health record (myEvolv). Externally, Pressley Ridge programs enter data into county systems, and ongoing performance data using web-based data systems such as the Institute for Family Development's web-based client and data system, Online Data Management (ODM), for both the HOMEBUILDERS® and PACT programs. Each program has a process of ensuring accurate data are collected and reported. At the program level, the therapist and supervisor review data to assess compliance with fidelity metrics and key performance indicators during individual supervision and group supervision meetings. At the organization level, The Organizational Performance (OP) department has a collaborative working relationship with program staff for the purposes ensuring data are collected and entered into systems. The OP department has historically helped programs collect outcome data for quality improvement and program evaluation purposes, and to fulfill requirements from grants and funders. An Evaluation Coordinator is assigned to the program and works closely with each program to determine processes for collecting data and troubleshooting any barriers to this collection process. These processes include setting up flow charts and SOPs for data entry or working with the Information Technology department to develop forms in the electronic health record. The Evaluation Coordinator is the point-person who then provides documentation and training for staff on how to collect accurate and timely data. The Evaluation Coordinator conducts routine checks on the quality and completeness of data entered and reports this information to program leadership. Additional troubleshooting and revising of processes will then occur in order to overcome any issues with data entry. Having the dedicated role of the Evaluation Coordinator, who oversees this process, helps to ensure the organization's capacity for collecting and reporting data into data systems.

7. Describe how your organization currently uses data to assess outcomes and improve program practices.

Pressley Ridge engages in extensive program evaluation and quality improvement initiatives including an outcome evaluation component that is managed by organizational leadership and coordinated by the Organizational Performance (OP) department. As part of a robust program evaluation, processes are in place to determine the extent to which program services demonstrate impact upon the individuals and their families utilizing them. Pressley Ridge's programs will be consistently evaluated through the use of valid and reliable measures administered at the beginning of services, before the intervention, and again post-intervention before discharging from the program. Staff at the regional level with oversight from the OP department extract the data, analyze it, and prepare a Performance Dashboard for review by the management team of each region. On a monthly basis, indicators are documented on the program's Dashboard. In addition, an Outcome Report is prepared annually by the OP staff and serves as a summary of the programs' outcomes using various comparison techniques (internal and external benchmarks) and statistical analyses. It is distributed to the program and senior management team and is available as appropriate for review by relevant stakeholders.

Ultimately, results of the evaluations inform program leadership about the successes of their services and provide opportunities for continuous quality improvement. In addition, the Organizational Performance department utilizes Dr. Shewhart's Quality Improvement model of Plan-Do-Study-Act (PDSA) to identify problems, collect, organize, and analyze data, and develop solutions and/or improvements. Post-discharge data are collected from individuals and families served by Pressley Ridge programs. Structured phone interviews are conducted at 6- and 12-month follow-up points with discharged individuals and families who

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have given prior permission for contact by Pressley Ridge. The data from these interviews are analyzed and results are reported back to the agency at the program and organizational level.

Pressley Ridge also has experience implementing and adhering to best-practice treatment models. The organization uses a manualized treatment foster care model in their treatment foster care program and an evidence-based family preservation model in their community-based programs (HOMEBUILDERS®).

Pressley Ridge will adhere to the data reporting expectations measures for the YVLifeSet program including:

1. Collecting Model Fidelity Metrics
2. Tracking Key Performance Indicators, including:
 - Enrollment and exit data
 - Census
 - Caseloads
 - Staff turnover
 - Number of critical incidents at the summary level
3. Conducting an Outcome Evaluation to determine the extent to which the following outcomes are achieved:
 - Permanency
 - Educational achievement (complete GED or finish high school)
 - Employment status
 - Stable housing
 - Independent living skills
 - Young person involvement in service planning
 - Youth engagement and empowerment
 - Cultural competency of interventions
 - Accommodating prospective and current parents
 - Community linkage
 - Involvement in the legal system

Performance and outcome measures will be tracked and entered into an electronic health record system and reports will be available upon request.

8. Who will be your Administrative Lead on Implementation Team and why did you choose him/her?

Pressley Ridge is committed to dedicating an experienced tenured staff to be the Administrative Lead for this service. We have identified four (4) experienced, highly capable, and willing staff members all with experience in community-based and child welfare service. All leadership staff have successfully implemented start-up programs including highly regulated fidelity models. Pressley Ridge is currently awaiting responses for additional RFPs and thus has created a depth in leadership that will allow for flexible program transition with highly skilled staff in charge of any new services awarded in Allegheny County. Identified leads for the YVLifeSet project include:

- Rhonda Sullivan M.Ed. – *Senior Director of Western PA, Pressley Ridge*
Ms. Sullivan has worked for Pressley Ridge since 1996, beginning her career at Pressley Ridge as an Intensive Case Manager, coordinating in-home services for children and families with complex system needs. Ms. Sullivan transitioned to Program Director of the same program upon earning her master's degree in 2003. In 2012 Ms. Sullivan moved to Child Welfare services pulling on her experiences with multi-system involvement and became the Director of Treatment Foster Care and Adoption Services for Pressley Ridge. Ms. Sullivan was promoted to Sr. Director of Western PA, sharing leadership of child

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welfare, ID, and behavioral health services for Western PA in 2015. In 2015 Ms. Sullivan was responsible for the successful implementation of the HOMEBUILDERS® Program in Allegheny County. She is currently the Program Manager for HOMEBUILDERS®, has been fully trained in the model, adheres to the fidelity standards, and participates in on-going collaboration with Allegheny County regarding the implementation of this program. Ms. Sullivan has also been an active partner with Allegheny County CYF regarding the Teen Foster Care initiative. Ms. Sullivan holds a Master's degree in Education from Waynesburg College and a Bachelor's degree in Elementary Education from the University of Pittsburgh.

- **Amy Fenn M.Ed., LPC - Senior Director of Western PA, Pressley Ridge**
Ms. Fenn has worked at Pressley Ridge since 1997, and spent the first fourteen years of her time working in Family Based Mental Health (FBMH). Ms. Fenn started as a direct care family worker in the Family Based Mental Health program, transitioned into a Program Supervisor, and eventually became a Program Director. In 2012 Ms. Fenn began providing oversight to services throughout Western PA, including Behavioral health programs, Treatment Foster Care services, and Residential services for the Intellectually Disabled population. For over 17 years, Ms. Fenn has provided clinical consultation and supervision to direct care workers and supervisors across the organization. Over the past three years Ms. Fenn has been instrumental in successfully establishing new programming in Allegheny County for Pressley Ridge including, the Family Counseling Center (Outpatient Clinic Services), Community and School Based Behavioral Health Services (CSBBH), and Independence Ahead - Mobile Transition Aged Youth Program (MTAY). Ms. Fenn holds a M.Ed. in Cross-Cultural Counseling from the University of Pittsburgh and is a Licensed Professional Counselor.
- **Janelle Spiller MA - Allegheny Co. Community Based Director, Pressley Ridge**
Ms. Spiller began her career at Pressley Ridge in 2000 as a Family Based Mental Health professional. Ms. Spiller worked directly with children and families in this capacity for five years before becoming a Program Supervisor with the Family Based Mental Health program. In 2010, Ms. Spiller moved into a position of providing oversight to the Allegheny County Service Coordination and Family Based programs as a Community Based Director. In these various capacities, Ms. Spiller has learned and subsequently provided supervision and training around family therapy and engagement, as well as working effectively with the other child and family serving systems within Allegheny County. In the Spring of 2015 Ms. Spiller oversaw all aspects of implementation of the Independence Ahead - Mobile Transition Aged Youth Program (MTAY) in Allegheny County and currently oversees that program's clinical and administrative aspects along with those of Allegheny County Service Coordination. Ms. Spiller is an active and engaged partner with many in Allegheny County committed to serving transition age youth. Ms. Spiller holds a Master's Degree in Counseling from Franciscan University of Steubenville and is a Licensed Professional Counselor. In addition, Ms. Spiller successfully completed the Western Psychiatric Institute and Clinic's 3-year Family Based Mental Health training program and maintains professional credentialing through the National Board of Certified Counselors.
- **Liana Scalise MS, LPC - HOMEBUILDERS® Supervisor, Pressley Ridge**
Ms. Scalise originally worked at Pressley Ridge from 2006 to 2012 serving as both a Family Based therapist, and a Service Coordinator. She moved on to supervisor Behavioral Health Rehabilitation Services at Glade Run Lutheran Services, and returned to Pressley Ridge in 2015 to start the Allegheny County HOMEBUILDERS® program as the supervisor. Over the past two years Ms. Scalise has ensured her team meets or exceeds the fidelity standards required HOMEBUILDERS® model. Due to Ms. Scalise's vigilance regarding documentation and equaled by her clinical skills and steadfast supervision the Pressley Ridge HOMEBUILDERS® program has realized much success and has overcome barriers that start-up programs can encounter. During Ms. Scalise's time at Pressley Ridge, she has earned a stellar reputation for clinical quality, high ethical standards, and overall integrity in her work. Ms. Scalise

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earned a Master's of Science in Professional Counseling and a Bachelor of Science in Social Work from Carlow University. She is a Licensed Professional Counselor in the State of Pennsylvania. Ms. Scalise successfully completed the Western Psychiatric Institute and Clinic's 3-year Family Based Mental Health training program in 2009.

C. Staff Hiring (15 points)

9. Describe your plan for recruiting and hiring clinical staff, by the end of November 2017, who meet the YVLifeSet Model's qualifications and will work with youth outside the office during flexible hours.

Recently, Pressley Ridge successfully recruited and hired clinical staff for two (2) other programs with similar requirements around education, experience, and the ability to work with youth outside office during flexible hours. For the HOMEBUILDERS® program, the Program Supervisor role required a Master's Degree and two years' experience. Pressley Ridge filled this position within 35 days. HOMEBUILDERS® also required the inclusion of four (4) Therapists with a Master's Degree and one year experience or a Bachelor's Degree and two years' experience. Pressley Ridge filled these positions in 36 days, 47 days, and 70 days respectively. For the Mobile Transition Age Youth (MTAY) Program, the Clinical Coordinator role required a Master's Degree and five years' experience with a minimum of one year of supervisory experience. This position was filled in 66 days. The MTAY Therapist role required a Master's Degree and two years' experience. Two candidates were hired for this role, each within 60 days.

Pressley Ridge will utilize the following strategies to recruit and hire YVLifeSet program staff by the end of November 2017, all of whom will meet the YVLifeSet qualifications and work with youth outside of the office during flexible hours:

- Pressley Ridge will recruit current high performing staff members with relevant experience and career goals who are ready for advancement.
- Pressley Ridge will participate in targeted recruitment through local college and university campus visits, presentations, career fairs, information sessions, and on- and off-campus interviewing. 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.
- Pressley Ridge will post positions internally on the Pressley Ridge intranet as well as externally on the Pressley Ridge website, CareerBuilder, and college and university job boards. Jobs at Pressley Ridge are also posted to a number of diversity sites including, but not limited to, the Multicultural Women's Council, After Fifty Living, and Diversity News Magazine.
- Pressley Ridge will utilize its internship program as a resource to identify appropriate staff.
- Pressley Ridge Human Resources staff will provide program and job opportunity information to department heads, advisors, and professors at previously mentioned colleges and universities to share with students and alumni.

At Pressley Ridge, every staff member is "on-call" 24 hours per day/7 days per week, from the direct care worker to the Chief Executive Officer. All staff members are encouraged to call their supervisor when they need assistance in the moment, consultation before a particular intervention, or support and debriefing after an intervention. The health, well-being, and resilience of Pressley Ridge workers are dependent on the consistent and predictable support of supervisors. In the same vein, supervisors need the consistent support of organizational leadership to maintain their ability to perform their jobs. No call for support is discouraged,

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but rather praised. Quality mental health professionals cannot thrive in an environment without layers of reliable support and consultation to address the hardships of the work.

10. Describe your plan to ensure your staff can authentically connect with youth, are culturally competent and have the ability to serve youth in all areas of Allegheny County.

Pressley Ridge provides a continuum of services to a culturally diverse population of consumers. In order to meet the needs of agency staff and the youth and families served, Pressley Ridge has focused on cultural competence as a primary development area for all staff. As part of the organization's Strategic Plan, Pressley Ridge continues to implement strategies 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. Pressley Ridge is committed to targeted recruitment of a diverse staff, including multi-lingual, culturally diverse employees with professional and lived experience, who consider themselves "life-long learners."

Pressley Ridge believes that joining and engagement is enhanced when family members feel that a helping professional has a sense of commonality or shared experiences such as age, race, ethnicity, gender, class, or community background. Pressley Ridge is responsive to this dynamic and considers these factors in hiring and matching therapists with families. Lived experience is valued and staff members are supported in utilizing their own experience to the benefit of those whom they serve. Requests for matches based on referral source requests or family preference are respected and prioritized. The ability, competence, and maturity of a person to work through and resolve potential cultural barriers are important factors in hiring, training, and supervision. Families and direct care staff make unique and sometimes unexpected relationships through shared commonalities, as well as differences, when given the opportunity to experience the conditions that promote such growth. Staff members learn how to resolve conflict resulting from value differences in a way that promotes personal growth rather than discouraging dialogue.

Staff training in cultural competence is essential. Pressley Ridge provides opportunities for staff members to become more culturally competent with the expectation that they will utilize these skills in their work with families. Enhancement of cultural competence skills and abilities is supported by ongoing supervision, internal and external training, and opportunities to experience success with a diverse population of families. Cultural Competency is a required training for all Pressley Ridge staff in all locations. Pressley Ridge has continued to modify and improve the organization's Cultural Diversity/ Cultural Competency training with multiple revisions over the last 10 years. The organization's current training, Treating Others with Respect and Dignity, is delivered as an online resource, available at hire through the organization's Intranet. Embedded in the training are several activities and graded quizzes to ensure staff acquire the information determined to be most pertinent to providing culturally sensitive and competent services.

Administrators and direct care staff at Pressley Ridge's Foster Care for Young People program have participated with Allegheny County Office of Children, Youth and Families in the initiatives and trainings regarding racial equity in child welfare services. We have firm understanding of the disproportionality that exists in our social service systems. Through attending workshops and trainings and lending resources our administrators and staff are committed to assisting in the counties endeavors to create a more equitable system in order to benefit all children and families in Allegheny County.

Pressley Ridge embraces the Allegheny County DHS LGBTQ Standards of Practice. We are aligned in the thinking that understanding an individual's identity is crucial in order to provide holistic and culturally responsive services. Pressley Ridge has become a conscious and deliberate presence in LGBTQ community events and an active participant in the DHS's Sexual Orientation Gender Identity and Expression (SOGIE)

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initiative. Pressley Ridge has a designated SOGIE champion liaison and trainer within the HOMEBUILDERS® program. Pressley Ridge is a recognized LGBTQ “Safe Space” by the Department of Human Services.

D. Motivation (10 points)

11. How does delivering the YVLifeSet Model fit within your organization’s mission and business model?

Two of the Pressley Ridge organization’s strategic goals for the next three years would be well served by the implementation of a YVLifeSet program. One strategic goal recognizes the increasingly complex needs presented by our clients of all ages upon entering services. Pressley Ridge is committed to enhancing our clinical skills and providing programming that is equal to the task. The other relevant strategic goal speaks to our understanding of the importance of communities and the positive impact that we can have on those communities. We are committed to helping our clients escape the ravages of poverty by addressing its social determinants and guiding people – such as the young, vulnerable adults in a YVLifeSet program – to self-sufficiency.

Pressley Ridge has a long history of serving people of all ages with complex needs in Allegheny County, whether through treatment foster care, family-based mental health, residential services or our day schools. We have also “taken the leap” of working specifically with at-risk transition-age youth in Allegheny County through our Mobile Transition Age Youth program (MTAY), which is now two years old. And while the situation of the MTAY youth does not exactly mirror that of those who will be served by YVLifeSet, the similarities are enough that the two programs could learn from each other’s experience and expertise.

The MTAY program adheres to the Transition to Independence Process Model (TIP). The TIP Model™ is an evidence-supported practice that addresses the unique needs of young adults (14-25 years old) with emotional and behavioral difficulties. In most cases, the Allegheny County young people that we serve face multiple challenges, including difficult relationships with, or estrangement from, family.

The TIP Model™ is but one evidence-supported or evidence-based model used by Pressley Ridge programs. Others utilized by Pressley that are identified by Youth Villages include Motivational Interviewing, Trauma-Focused CBT, and Collaborative Problem Solving.

Poverty is a pressing issue for many of the clients that we serve, including those in the MTAY program, and it will most likely be a concern for the clients that will populate the YVLifeSet program. Pressley Ridge is determined to become a local leader in efforts to combat the social and environmental determinants of poverty. To that extent, Pressley Ridge has committed to becoming a lead organization in the utilization and development of Transition to Success (TTS), a realistic approach to understanding and responding to poverty across practices and organizations in a given community that was developed by Dr. Marcella Wilson. We expect our involvement with TTS to greatly enhance our effectiveness with a large portion of our clients.

12. Describe why you feel you are the best candidate for this opportunity.

Pressley Ridge has a long history of providing services to children who are involved in the mental health, foster care, and juvenile justice systems and their families. In Pressley Ridge services across Pennsylvania, young adults from multiple systems, including child welfare and juvenile justice, with behavioral and

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emotional disorders, are both nurtured and challenged to perform to their greatest potential. The organization's history and success in working with young adults experiencing intellectual disabilities or mental health conditions in residential, foster care or community-based services affords the organization valuable experience in understanding the complexity of moving through adolescence into young adulthood while facing multiple challenges. Pressley Ridge understands that the transition to adulthood for these young adults can be more difficult and can have long-lasting effects by compromising their potential to provide for themselves in adulthood.

From each of the organization's different programs, Pressley Ridge has witnessed that young people often falter significantly when attempting to transition into the community as adults; they often face difficulties engaging with adult mental health providers as well. Despite their chronological age, these young adults leaving the foster care system may have not progressed through the typical developmental stages that would have better equipped them for living successfully within the community in an independent manner. According to the Trends Report (Lowenthal, 2005)¹ in 2000, 14% of young adults (ages 18-24) who were "disconnected from productive activities," meaning they were not currently enrolled in school, employed, or in the military, had no more than a high school diploma or GED. Twenty-one percent were struggling economically and 15% were classified as having some disability (physical or mental). Youth aging out of the child welfare system often experience higher rates of poverty, unemployment, and homelessness. Pressley Ridge promotes a culture that sees youth success as valuable, feasible, and necessary and is substantiated in the services provided.

While in Pressley Ridge child-centered services, transitioning young adults develop close therapeutic relationships with staff that have been focused on wellness and recovery – helping young adults to learn to manage their mental health symptoms; build safe and strong relationships; and learn to problem solve and resolve conflicts in their schools, families, and communities. At the appropriate chronological age, these young adults currently often graduate from the child-serving system not ready to engage in the services offered in the adult system and facing different challenges and developmental struggles than the older adult population. Thus, adult-focused services have difficulty successfully engaging the transitioning young adults who often end up dropping out of services. At follow up, it is found that transitioning young adults often fail to maintain training and employment, bounce from one temporary housing situation to another, struggle to identify and connect with a peer group, and frequently land in more restrictive mental health settings mainly due to lack of the appropriate level of support. Transition-age youth are technically independent adults, yet at the same time they have not had the opportunity to build a foundation of skills that leads to true, successful independence. Transition-age youth, therefore, require a more hands-on approach to help them create this foundation.

In 2015, Pressley Ridge was awarded a contract to provide community based mental health services to young adults – particularly focusing on young adults who have mental health needs and a history of being served within the foster care or juvenile justice system. The program was titled Independence Ahead Mobile Transition Age Youth (MTAY) and has now been successfully operating for two and one-half years. Teams consist of a therapist, service coordinator, psychiatric rehabilitation counselor, and certified peer support. Traditionally, this set of young adults has been difficult to engage in adult services due to their life histories, which are not normative compared to the general population of same age peers. They want independence and their own voice, while at the same time are not aware of or ready to fulfill the adult responsibilities that

¹ Lowenthal, 2005 Counting Kids in Census 2000: Results and Challenges, A Kid's Count/PRB Report on Census 2000.

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accompanies this independence. These young adults are also often wary of social service programs and staff, based on their histories of having had services and treatment thrust upon them in their eyes.

The MTAY program was developed as an entirely new service within Pressley Ridge and has demonstrated Pressley Ridge's ability to successfully hire, retain, and train staff in the ability to engage and provide services to this population of young adults. The staff and administration of this program develop strong relationships with the young adults they work with – they truly enjoy and appreciate the challenges of working with this often hard-to-engage population. It is upon this foundation of strong relationships that our initial service outcomes are built. Within the first two years of its inception serving as many as 33 young adults, the MTAY program has achieved outcomes such as:

- 95% of young adults are living with family or independently
- 98% of young adults living in their own apartment are maintaining their own apartment
- 93% of young adults avoided mental health hospitalizations
- 96% of young adults avoided arrest and incarceration
- 75% of young adults avoided drug and alcohol use
- 61% of young adults have contact with natural supports
- 44% of youth adults are either working or engaged in a meaningful activity

In Pressley Ridge schools across Pennsylvania, students from multiple systems, including child welfare and juvenile justice, with behavioral and emotional disorders, are both nurtured and challenged to perform to their greatest potential. Pressley Ridge's Career Development Center on the North Side of Pittsburgh prepares young adults with emotional and behavioral disorders to enter the workforce through job readiness skills, career exploration, and employer interviews. Pressley Ridge's Outpatient Clinic, The Family Counseling Center, has unlimited potential to serve individuals involved in multiple systems with a wide variety of treatment issues.

In addition to Pressley Ridge's demonstrated success in providing service to transition age young adults, the organization has been a long-time partner with Allegheny County CFY, offering Treatment Foster Care, Teen Foster Care, Shelter Services, Adoption and Permanency Services, Homebuilders, and other special contracts in order to serve the youth and families in the county. Pressley Ridge has a keen understanding of the complexity of such a large system and strives to work within the system, realizing the demands on the system and those who work within it. Pressley Ridge has been a fervent participant in the innovation and system change at Allegheny County CYF and looks forward to seeing through projects and new services with predictable regularity and reliability. In light of Pressley Ridge's experience and expertise working with transition-age youth as well as its success and commitment to partnering with other systems, the organization is in a unique and undisputedly strong position to provide services for youth in the YVLifeSet Program.

E. Budget (15 points)

13. Provide a one-year line-item budget for your proposed YVLifeSet Program. Budgets must show all planned expenses and reflect a realistic estimate of the costs associated with replicating the YVLifeSet Program. Please include costs associated with personnel (including fringe benefits), travel (mileage reimbursement for staff), occupancy, equipment and supplies, as well as other necessary costs. You may provide your line-item budget as an attachment or in the space below. Provide a budget narrative that clearly describes and justifies the line-item budget in the space below. (Budget and budget narrative are not counted towards page limits).

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YVLifeSet Budget Narrative

Salaries – The salaries used are the salaries suggested in the RFP. The suggested salaries are higher than the salaries that Pressley Ridge currently pays employees for similar position; this caused us to have higher costs in the budget

Benefits- The benefits are 25.3% of salary. The benefits include taxes, life insurance, workers compensation, Health Plan, Retirement plan, Unemployment and Education Benefits.

Office Space – Cost to rent office space, 1500 sq. /ft. at \$17 per sq. /ft.

Maintenance – Cost for Maintenance and Repairs of Building

Building Utilities – Basic Utilities

Communication – 5 phones at \$100 per month for 12 months

Office Supplies – Basic Office Supplies

Transportation Travel - \$250 per month for 5 staff, additional \$1,000 for travel of Program Manager.

Postage and Shipping – Estimated costs for postage and shipping

Printing and Publications – printing of brochures, letterhead, business cards, based on prior use.

Insurance – General and professional liability, Allocate 2.85% salary

Equipment & Furniture – 5 Laptops, printer and furniture

Other – Billing and Youth Activities

Proposed Direct Administrative Expenses

OBJECTS OF EXPENSE	One Team
Personnel Expenses	
Therapist	200,000.00
Supervisor	60,000.00
Program Manager	11,000.00
Clerical/Support Staf	10,296.00
Employee Benefits	71,174.00
Staff Training	
Total Personnel Expenses	352,470.00
Office and Operational Expenses	
Office Space - (Mortgage/Rent)	25,500.00
Maintenance	2,000.00
Building Utilities	5,000.00
Communication	6,000.00
Office Supplies	2,500.00
Transportation/Travel	16,000.00
Vehicle Maintenance and Repair	
Postage and Shipping	1,000.00
Printing and Publications	3,500.00
Insurance	8,029.00
Equipment and Furniture	10,000.00
Association Dues/ Licensing Fees	
Model Fidelity/Consultation	
Recruitment/Advertising	
Other: Billing, Youth Activities Family Support Service	7,500.00
Total Office and Operational Expenses	87,029.00
Offsetting Revenue	
Offsetting Revenue: (please identify)	
Offsetting Revenue: (please identify)	
Offsetting Revenue: (please identify)	
Total Offsetting Revenue	-
Net Total:	439,499.00
Total Indirect Administrative Expenses	70,193.00
Grand Total:	\$ 509,692.00

Proposed Direct YVLifeset Team Staff

Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary/Benefits
Therapist	4.00	50,000	13,265	253,060
Supervisor	1.00	60,000	14,718	74,718
Program Manager	0.10	110,000	21,980	13,198
Clerical/Support Staff	0.33	31,200	3,630	11,494
Total One Team				352,470

Proposed Indirect Administrative Expenses

OBJECTS OF EXPENSE	One Team
Personnel (Use Indirect Staff tab as an input for this section)	
Indirect Staff	31,982.00
Employee Benefits	8,277.00
Staff Training	1,589.00
Total Personnel Expenses	41,848.00
Operational Expenses	
Office Space - (Mortgage/Rent)	3,199.00
Maintenance	510.00
Building Utilities	153.00
Communication	514.00
Office Supplies	399.00
Transportation/Travel	1,748.00
Vehicle Maintenance and Repair	
Postage and Shipping	241.00
Printing and Publications	431.00
Insurance	901.00
Equipment and Furniture	71.00
Association Dues/ Licensing Fees	564.00
Recruitment/Advertising	644.00
Computer Services	11,530.00
Auditing Expense	824.00
Legal Expense	824.00
Consulting	3,220.00
Other: Professional Fees	
Depreciation	995.00
Misc.	263.00
Other: Loan Interest, Etc.	1314
Total Indirect Operational Expenses	28,345.00
Offsetting Revenue	
Offsetting Revenue: (please identify)	
Offsetting Revenue: (please identify)	
Offsetting Revenue: (please identify)	
Total Offsetting Revenue	-
Net Total	\$ 70,193.00

Proposed Indirect Staff

One Team					
Staff Name	Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary
General Administration		0.0077	1,225,601	262,330	11,399
Marketing & Communications		0.0077	63,939	12,310	584
Audit & Compliance		0.0077	82,113	15,305	746
Quality Improvement		0.0077	184,543	45,245	1,760
Human Resources		0.0077	1,014,692	316,026	10,194
Accounting/Finance		0.0077	631,919	170,494	6,147
Information Technology		0.0077	294,205	79,493	2,863
Pennsylvania Admin		0.013986663	371,188	98,162	6,565
Total One Team					40,258