

**RFQ Response Form**  
*Student Assistance Program Providers*

**APPLICANT INFORMATION**

**Applicant Name:** Holy Family Institute

**Authorized Representative Name & Title:** Stephanie Forrest, Grants Manager; and Elizabeth Stephenson, Director of Mental Health Services

**Address:** 8235 Ohio River Boulevard, Pittsburgh, PA 15202

**Telephone:** (412) 766-9020, ext. 219 (Forrest) or ext. 218 (Stephenson)

**Email:** forrest.stephanie@hfi-pgh.org

**Website:** www.hfi-pgh.org

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

**Date Incorporated:** 1904

**REQUIRED CONTACTS**

	<b>Name</b>	<b>Phone</b>	<b>Email</b>
Chief Executive Officer	Sister Linda Yankoski	412-766-9020, ext. 200	yankoski.linda@hfi-pgh.org
Contract Processing Contact	Stephanie Forrest (Grants Manager)	412-766-9020, ext. 219	forrest.stephanie@hfi-pgh.org
Chief Information Officer	Michael Selep, Director of Operations (oversees IT contracted vendor)	412-766-9020, ext. 379	selep.michael@hfi-pgh.org
Chief Financial Officer	Mark Palastro	412-766-9020, ext. 291	palastro.mark@hfi-pgh.org
Administrative Contact	Elizabeth Stephenson (Director of Mental Health Services)	412-766-9020, ext. 218	stephenson.elizabeth@hfi-pgh.org

**BOARD INFORMATION**

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

Please find Holy Family Institute's Board List, as of July 1, 2016, with the application attachments.

**Board Chairperson Name & Title:** Francis W. Daily, President, The Parkside Group, LLC

**Board Chairperson Address:** [REDACTED]

**Board Chairperson Telephone:** [REDACTED]

**Board Chairperson Email:** [REDACTED]

**RFQ Response Form**  
*Student Assistance Program Providers*

**REFERENCES**

Provide the name and contact information (email and telephone number) of three references who can testify to your experience relative to this RFQ:

- connecting children and families to supports in the mental health and drug and alcohol systems
- working in partnership and collaborating with schools, other provider agencies and community organizations
- working with families and students

Include your relationship with each reference and the time frame of the relationship. *Please do not use employees of the Allegheny County Department of Human Services as references.*

**Dr. Sally Hoover, Ph.D., Director-Pupil Services**

Lic/Certified Psychologist  
Quaker Valley School District

[REDACTED]

Relationship: September 2012 to present,  
provide Mental Health Outpatient Counseling within the schools in Quaker Valley School District

**Ms. Cindy Caliguire, Guidance Counselor-Pupil Services**

Montour School District

[REDACTED]

Relationship: September 2015 to present,  
provide Mental Health Outpatient Counseling within the schools in Montour School District

**Ms. Gina Walter, High School Counselor**

Cornell High School, Cornell School District

[REDACTED]

Relationship: September 2015 to present,  
provide Mental Health Outpatient Counseling within Cornell School District and Holy Family Institute's SNAP behavior intervention for children ages 6-11 also is facilitating classroom presentations within the district

**CERTIFICATION**

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

My firm is registered with the Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises.

By submitting this Application, I agree that, if offered a contract award, I will comply with the standard County terms and conditions for County contracts.

By submitting this Application, I agree to comply with DHS Cyber Security, EEOC/Non-Discrimination and HIPAA requirements.

By submitting this Application, 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 RFQ.

## RFQ Response Form

*Student Assistance Program Providers*

### ATTACHMENTS

In addition to this Response Form, please submit the following attachments with your Application. The forms can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- Copies of all mental health and drug and alcohol related-licenses for the past three years, including revoked and provisional licenses
- MWDBE Participation Statement and/or Waiver Statement
- Allegheny County Vendor Creation Form
- Audited financial reports for the last three years
- W-9

### CAPACITY AND PREFERENCE

**List the regional quadrants where you would like to provide SAP (see Appendix A for a list of schools by regional quadrant).**

Holy Family Institute would like to provide SAP services for all four quadrants: North, East, South and West, along with Pittsburgh Public Schools.

**List your top three preferences for school districts that you would like to serve in each regional quadrant indicated above (see Appendix A for a list of schools by regional quadrant).**

North Quadrant: **1)** Shaler Area **2)** Pine-Richland **3)** Hampton

East Quadrant: **1)** Penn Hills **2)** Woodland Hills **3)** Propel

South Quadrant: **1)** West Mifflin Area **2)** Elizabeth Forward **3)** Baldwin-Whitehall

West Quadrant: **1)** Sto-Rox **2)** Montour **3)** Carlynton

**List your current SAP capacity, if any (e.g., how many school districts do you currently serve? How many SAP Liaisons do you currently employ?).**

Currently, Holy Family Institute is not a SAP provider; however, our qualifications to serve regarding outpatient mental health and substance abuse counseling are solid as the historical organization has been a trusted service provider within many Allegheny County school districts. The agency estimates its capacity to be 4,025 hours with 5 full-time SAP liaisons. Holy Family has a longstanding history of providing services to individuals and families at-risk, whom require trauma informed care to address the challenges they face in order to build a successful pathway in life. Specific to experience in Allegheny County schools, below is a School Engagement Chart of the current services and coverage that are making a positive impact each day through building skills, fostering independence, and creating an environment where people can address personal, family, and academic community concerns.

Notes regarding the chart below:

## RFQ Response Form

### Student Assistance Program Providers

- SHORES is Holy Family’s Outpatient Substance Abuse Counseling Program. It provides outpatient level of care in client homes and school settings (when insurance permits).
- SHORES served as the piloted drug and alcohol provider accepting referrals from the SAP Team in Carlynton School District in 2015-16, and this school year remains the provider.
- Family Focused Solution-Based clients receive MH home-based services, and referrals are through multiple streams, but portions of work interface with students in the schools.
- In-Home clients are mostly court-ordered, but portions of work take place in the schools.
- Specialized Learning is Holy Family’s private, licensed academic school. Students (special ed and regular ed) are referred out by school districts to Holy Family to work in conjunction with the schools and teachers to develop Individual Education Plans (IEPs), report progress, and help facilitate a transition back to their school districts.
  - *Contract Classrooms* were established in the past with certain schools to provide behavior or emotional support services. **Schools served are referenced with a “cc” on the chart.** In addition, Penn Hills School District contracted with Holy Family to provide individual classroom behavior intervention specialists to work in specific classrooms. Currently, Holy Family is in discussion with Gateway School District’s Director of Special Education for a contract classroom. These classrooms include a special ed teacher, classroom behavior intervention specialists, and in some circumstances - a mental health counselor.
  - Holy Family also operated in the past, alternative education after-school programs in Clairton City and Wilkinsburg.

**HOLY FAMILY INSTITUTE’S SCHOOL ENGAGEMENT CHART**

School Districts	Outpatient Mental Health (licensed)	SHORES (drug-alcohol)	SNAP Behavior Intervention	Family Focus & In-Home Services	MH First Aid Training	Specialized Learning/ Licensed Academic School
North Allegheny						(past)
Pine-Richland	X			X		
Deer Lakes				(past)		X
Highlands				(past)		(past)
Hampton						
North Hills				(past)		X
Shaler Area		X		X		X
Fox Chapel Area						(past)
Allegheny Valley						(past)
Riverview		(past)				
Plum		X				(past)
Penn Hills		X		(past)		(past) + cc
Wilkinsburg		X		(past)		X
Steel Valley		X		X		X
McKeesport		X		X		(past)
East Allegheny		X		(past)		(past)
Woodland Hills		X		X		X + cc

**RFQ Response Form**  
*Student Assistance Program Providers*

Gateway		X				X
Duquesne City		X				X + cc
Propel		X				X
Forbes Road		X				
ElizabethForward				(past)		(past)
South Allegheny				X		(past)
West Mifflin		X		X		X
BaldwinWhitehall		X		(past)	X	(past)
Brentwood						X
Mt. Lebanon						
Upper St. Clair						
Bethel Park		X				(past)
South Park						(past)
West Jefferson						(past)
Clairton City				X		X
Avonworth				(past)		(past)
Keystone Oakes		(past)				(past)
Quaker Valley	X			X		(past)
Moon	X	X		X		(past)
West Allegheny				X		Cc
South Fayette						X
Chartiers Valley						X
Montour	X	X		X		(past)
Cornell	X		X	X		(past)
Sto-Rox		X	X	X		X + cc
Northgate	X			X		X
Carlynton		X		(past)		(past)
Pittsburgh Public		X	X	X		X + cc
Urban Pathways Charter School		(past)		X		X
City Charter						X

**List your ideal SAP capacity (e.g., I currently serve two school districts, but I hope to serve five).**

Holy Family plans to serve various districts in each quadrant, including Pittsburgh Public Schools via 4,025 hours with 5 full-time SAP liaisons who will work under the supervision of Scott Schreiber, a licensed clinical social worker who serves as the Outpatient Mental Health Counseling Supervisor. Schreiber is scheduled to go through SAP training at Western Psychiatric Institute and Clinic of UPMC March 6-8, 2017. Liaisons will be hired or internally appointed at the time of this grant application decision from the County/School Districts; and participate in the required SAP trainings (mandatory and supplemental) in the appropriate timeframe in order to begin serving by July 1, 2017.

Holy Family Institute believes in good territory design for productivity and impact; and will actively seek from Day 1 – SAP balance within all schools that contract with the organization. Therefore, the key project participants – the liaisons – will be trained and adjusted as school engagement work flow is revealed. Ongoing communication with the County, school districts, individual school

## **RFQ Response Form**

### *Student Assistance Program Providers*

administration/faculty, and SAP Core Teams will play a vital role regarding historical services, comprehensive services, and current/future goals for SAP services in each school.

#### **QUALIFICATIONS**

**Please respond to the following questions. The maximum score an Application can receive is 110 points. Your response to this section should not exceed 15 pages.**

#### **Organizational Experience (15 points)**

- 1. Describe your experience identifying children and families in need of mental health supports and connecting them to appropriate services based on your working knowledge of the mental health system in Allegheny County.**

Holy Family Institute helps children and families in times of crisis and/or when short-term or long-term help is needed regarding mental health, family counseling, licensed academic school, substance abuse, energy assistance, child behavior issues, visit coaching, and urban STEM college or career education opportunities. Last year, the private social services agency – founded by the Sisters of the Holy Family of Nazareth – served more than 1,450 individuals and 39,000 families in their homes, schools, or neighborhood centers from Allegheny County to Beaver and Armstrong too. Yet, what makes our organization and its safe, nurturing client engagement unique? Holy Family has been providing vital human services so children and families can thrive, and sustain productive and successful lives, for more than 116 years.

No doubt, Holy Family's team is seasoned and employees average 20 years in service to the organization. Today, with more than 23 service lines, and 9 community locations, the agency is a fixture in western Pennsylvanian children's lives; however, its roots as an orphanage, followed by the region's most robust state-licensed residential care program for more than 50 years, is what most people may know about the organization. However, Holy Family has made some bold moves and subtle shifts with adaptive leadership, thus the organization remains committed to its mission of empowering children and families to lead responsible lives and develop healthy and meaningful relationships built on faith, hope, and love.

Specifically, the organization's ability to provide mental health supports and connections to appropriate services is based on a deep history of various residential youth living programs on campus and community-based from 1900 to present. Holy Family Institute has had county and state licenses for the following types of services: orphanage, traditional residential care, community-based group home living, independent living apartments, and transitional living services for young adults. The largest capacity of children served was during the orphanage operations with 300-400 minors. Group homes on campus and in the community had a peak capacity of 114 kids with ages ranging from 6 to 18. Regarding employees, the height was about 200 staff members serving as therapists, case managers, youth care workers, supervisors, and supports.

As you may be aware, due to the industry shift in moving away from group home models of care, all residential operations for youth in the child welfare system cycled out by fall 2015. Today, across the state, there are home-school-neighborhood-based services, and partial hospitalization programs, to name a few, that demonstrate the preventative services movement. Regarding Holy Family, this agency has demonstrated strong leadership under President and CEO Sister Linda Yankoski, who has provided a visionary response to the environmental changes over the years. The human services

## **RFQ Response Form**

### *Student Assistance Program Providers*

provider continues to have a strong place hold in western Pennsylvania with its unending work that is done on behalf of children and families who are at risk. No doubt, Holy Family provides a thoughtful, quality beacon of hope with pathways to success.

Considering the Residential Program experiences, these certainly demonstrate how each child was independently assessed and individualized service plans were developed based on their strengths, goals, and family situations. The assessments, screenings, and progress notes were charted so a framework developed that followed the child and their progress. It should be noted that key leadership, as well as ranking staff members who worked for the residential program (including the Outpatient Mental Health Services Supervisor and Director) have continued to work for Holy Family, transferring their qualifications to similar service lines.

Today, Holy Family offers comprehensive and culturally sensitive mental health services that include psychological and trauma assessments, clinical counseling (individual/family/group), medication management, and drug and alcohol counseling. The agency takes a trauma-informed approach and provides psycho-education group sessions to youth. These sessions promote healthy community living and the development of an advanced set of socially responsible skills. As a result, potential crises are prevented and youth, with guidance from clinical staff, resolve difficult scenarios using emotional regulation, thoughtfulness, and insight.

The Institute's Mental Health Services has worked within the Allegheny County system addressing all types of scenarios regarding direct treatment and referrals: drug-alcohol and mental health, including partial hospitalization/behavioral health; counseling for people from diverse ethnic backgrounds; assistance for people who are homeless; support for individuals with HIV or AIDS, along with their families; and mental health and drug-alcohol treatment and monitoring for court involved individuals/re-entry recovery. When someone is seeking services – children or families – they are initially screened before intake occurs to make sure Holy Family's Outpatient Program is the appropriate level of care. If the needs and offerings are not a fit, Holy Family provides referrals to other local and regional providers, with appropriate follow-up.

Holy Family Institute's Outpatient Mental Health Services Division has a part-time psychiatrist, with more than 40 years of experience. Mary Ann Eppinger, M.D. is certified in child psychiatry and earned her degree from the University of Pittsburgh. She completed a residency at Montefiore Medical Center in New York. Eppinger has been with Holy Family since 2007.

The Outpatient Mental Health Services Supervisor, Scott Schreiber, has been with Holy Family for 21 years and has served as supervisor for the past four years. Schreiber, who participates regularly in the Allegheny County Provider Meetings, served on the Allegheny Family Network Board of Directors for eight years. He leads his team with Eppinger, which includes two full-time therapists; and eight part-time therapists. Schreiber reports to the Director of Mental Health Services, Elizabeth Stephenson, who has been with Holy Family for 35 years, and previously served as its Director of Residential Services.

The Outpatient Division began 33 years ago, and today holds licenses in 21 locations (school districts or professional offices). As of early November 2016, the Division served 225 clients in the past year with an average length of service at almost eight months. This includes 37 clients ages 6-13; 70

## RFQ Response Form

### *Student Assistance Program Providers*

clients ages 14-17; 110 clients ages 18-59; and 8 clients over age 60. During the 2015-16 school year, Holy Family had 101 new clients in Allegheny County schools.

Outpatient Services works closely with Holy Family's Family Focus program (therapy within the home with Medicaid clients/County funded); In-Home/Community Based Family Support Services program (CYF clients); and its substance abuse program titled "SHORES." The Division also works with referrals to and from Western Psychiatric Institute and Clinic of UPMC, Quartet Health in partnership with Highmark, as well as with private providers. Holy Family's philosophy embraces trauma-informed care, connecting the client to appropriate services in a timely manner, while making connections with one's family.

Holy Family's Office of Risk and Quality Assurance is a cornerstone of the organization's service process. Our work regarding outcomes and evaluation is outlined in Question 18 below.

**2. Describe your experience identifying children and families in need of drug and alcohol supports and connecting them to appropriate services based on your working knowledge of the drug and alcohol system in Allegheny County.**

Holy Family's "SHORES" program has been operating for 16 years and its Facility Director, Kara Hall, LPC, CCDP, has served since 2010. The program is licensed by the Pennsylvania Department of Drug and Alcohol Programs (DDAP) for up to 300 outpatient clients and currently serves 240 with an average length of service between 4-9 months. The staff includes masters-level and licensed clinicians: FT clinical supervisor, FT lead therapist, FT assessors (2), FT therapists (11), part-time counselor, intake coordinator, and reimbursement coordinator. Specialized staff training includes Pennsylvania Certification Board certifications: Certified Advanced Alcohol Drug Counselor (CAADC), Certified Co-Occurring Disorders Professional (CCDP), and gambling.

Holy Family SHORES provides in-home and in-school services throughout Allegheny County. SHORES' receives many of its referrals from the Allegheny County Court System – probation and Children, Youth, and Families (CYF). SHORES, along with Pittsburgh Mercy Health System (PMHS), has recently partnered with POWER for the CYF Connection program. **In fact, SHORES is the only Allegheny County licensed drug and alcohol provider that does extensive in-home and school-based treatment services.** Thus, SHORES is not in competition with other providers of inpatient rehab or higher levels of care (although referrals are made for clients). This allows the program to consistently receive counseling referrals, and do what it does best: quality outpatient treatment, recovery, support, and counseling for substance use, and make it more convenient for an individual to receive services – at their home or at school.

The Program Facility Director routinely visits with CYF offices, schools, social service agencies, and other drug-alcohol providers, to introduce the services of SHORES and how referrals work. Note that most clients are on Medical Assistance and Medicare is not accepted. SHORES utilizes a two-page screening tool to identify needs (approved by DDAP). SHORES has been an adaptive, impactful treatment approach with individually-focused, client-centered therapy vs. strict 12-step programming and group therapy settings. SHORES promotes this unique person-centered and strength-based approach by utilizing motivational interviewing and the Sanctuary Model (of trauma informed care).

The more customized and individualized services of SHORES creates a mindful process of the stages of change, while not forcing clients to do action steps that they are not ready to do. Clients work towards



## **RFQ Response Form**

### *Student Assistance Program Providers*

goals they believe are important, which builds trust and rapport with the therapists in order to move forward. Specific to schools, SHORES team members work in conjunction with school staff (guidance counselors, social workers, school psychologists, SAP personnel, and school-based probation officers) to meet the needs of the children and the school's administration and faculty.

When higher levels of client care are needed, referrals are made with follow-up in 5-7 days. Once any SHORES services are complete, follow-up is done in 30 days to determine if other support and services are needed. Client ages for SHORES are about 70% in the 12-18 age group due to the referrals from area schools, CYF, and probation.

SHORES personnel routinely conduct drug and alcohol screenings and work with families. They even have already completed the required DDAP trainings that a SAP liaison would need. SHORES staff members regularly participate in the monthly County Drug and Alcohol Provider Meetings.

SHORES conducts quarterly QA Audits from a list that is randomly generated by Holy Family's Risk-QA Manager; and charts are then audited by SHORES Clinical Supervisor. Data is then compiled and sent to SHORES Facility Director. Any identified areas for improvement are addressed and trained upon at monthly team meetings.

### **3. Discuss your experience working in schools or with school-aged children and their families.**

Holy Family Institute understands that as a SAP provider, the role of the SAP Liaison(s) is to make referrals, conduct screenings, and provide services as-needed. Additionally, even though Holy Family Institute has the service lines in place to deliver various mental health and drug-alcohol treatments, SAP liaisons will not promote the organization's services. Holy Family is committed to the SAP process focus of what is best for the student and their family, and providing them all the best options pertaining to the specific issues at hand. Note that Holy Family's work in this regard is very similar to most all of its programs (presented below as our qualifications to serve) as we conduct intake assessments and/or ongoing screenings; develop transitional and discharge plans; and make referrals and recommendations to local/regional providers best suited to the client's issues.

As one will read throughout this proposal, Holy Family's deep experience working in schools and with school-aged children and their families has been vast, yet the steps to success for individuals and families have remained steadfast: assessment, counseling, coordinated services, customized plans, concentration of resources and services, outcomes reporting and progress checks, internal quality assurance reviews, and staff training and feedback. ***Along with the Holy Family School Engagement Chart that was outlined earlier*** in this application (under the SAP capacity question), below is a review of our school and school-aged children/families qualifications:

#### *Outpatient Mental Health*

Holy Family's Outpatient Mental Health Services in the schools, allows students to receive services in situations where they might not have access. In conversation with various school districts and parents, obstacles such a limited transportation, single vehicle households, single parent households, and multiple children with various activities after-school have hindered students in receiving mental health treatment and support. Holy Family's program has been welcomed by the school districts and parents due to these obstacles, and the schools and parents take advantage of having the services provided during the school day. Holy Family also coordinates with the parents and conducts family sessions with

## **RFQ Response Form**

### *Student Assistance Program Providers*

the students in order to address all dynamics that affect the student and family, while ensuring that all areas of need are addressed.

Holy Family's collaboration with the school begins at identification of a student who is need of services. The therapist assigned at the school collaborates with the guidance counselor and teachers to coordinate times during the school day where the academic progress of the student will not be hindered by receiving outpatient therapy services. Holy Family works in close collaboration with the guidance counselors and the SAP contact person to get services started and address the needs of the student.

Holy Family's outpatient mental health work in Allegheny County school districts is strongest in Pine Richland, Montour and Quaker Valley. Services in Pine Richland, Cornell, Moon, Montour, and Allegheny Intermediate Unit/Community School West started in the Fall of 2015, while Quaker Valley started in 2012. In fact, Holy Family's reputation at Quaker Valley was instrumental in leading to the Montour and Moon partnerships. Northgate started a linkage contract with Holy Family in Fall 2014, and now today, all of these schools have contracts in place with the organization. Considering a current caseload of 225 clients, the school age groups include 37 ages 6-13; and 70 ages 14-17. Here are the specific schools with current outpatient services: Quaker Valley - High School and Middle School; Osborne Elementary; Edgeworth Elementary; Northgate - High School and Middle School; Cornell - High School, Middle School, and Elementary School; Montour - High School, Middle School, and Elementary School; Pine-Richland - High School, Middle School, and Elementary School; Moon - High School and Middle School; and Community School West.

#### *SHORES (drug-alcohol-substance abuse)*

SHORES served as the piloted drug and alcohol provider accepting referrals from the SAP Team in Carlynton School District in 2015-16, and this school year remains the provider. This Holy Family Program has been in the schools for 16 years, and in 2010 moved to make professional agreements with some districts; however, these are not needed to provide services. SHORES has the most experience with linking what goes on during the school day to what goes on in a student's home. The work process of SHORES is to conduct some sessions in school, and others at home. This collaborative approach in multiple environments provides keen insight in determining the needs and treatment planning.

SHORES staff collaborates with the school officers or those identified in the child's support system. As the school personnel come on board, parents/family member get involved in the treatment too.

#### *HFI Specialized Learning - Licensed Academic School*

This school program, originally started in 1991 as an alternative school, currently operates in the former Chatham City School building on Bonvue Street and operates as a licensed academic school. Although there were other locations in prior years (Turtle Creek and Mulberry Lane, Pittsburgh), last school year 80 students from 19 school districts were served. The facility provides a non-traditional education curriculum while addressing academic and behavioral issues that impede student learning in a regular classroom setting. Holy Family's efforts in collaboration with its greater Pittsburgh school district partners, ensure that all Allegheny County students receive the specific methods of teaching and support required for progress and success.

Most school districts choose Holy Family Specialized Learning for its 25 years of experience to correct academic, behavioral, and social-emotional deficits with adaptive instructional approaches; past experience with contract classrooms in six school districts; and an organization built by social services

## **RFQ Response Form**

### *Student Assistance Program Providers*

leaders who believe in education for *all* children, including learning disabled, intellectually disabled, and socially/emotionally disturbed.

SNAP, Holy Family's impactful **Stop Now And Plan (SNAP)** program is a behavior intervention for children ages 6-11.

The SNAP Core Program, operating for the past eight years, offers a more intensive, specialized intervention. This service is offered in McKees Rocks and areas within a 10 mile radius. To date, over 600 children have been served. SNAP is voluntary and offered at no cost. The **SNAP In-School program** started in 2013 and currently is being delivered in John Morrow Elementary School (Brighton Heights); Sto-Rox Elementary School (McKees Rocks), Cornell Elementary School (Coraopolis), and Holy Family Specialized Learning Day School (alternative placement, Bonvue St., Pittsburgh). Langley K-8 (Sheraden Blvd., Pittsburgh) and Arlington K-8 (Jonquil Way, Pittsburgh) will be additional schools in 2017-18. To date, more than 650 children have been served. The Manchester Pre-K to 8 School was served in the past.

This evidence-based program provides 13 weekly sessions in each classroom, allowing students to learn self-control and role-play, plus receive positive reinforcement. Teachers and administrators, as well as parents during meetings, learn the SNAP techniques too, allowing for effective child management strategies and enhanced communication skills. Funders of Holy Family's SNAP program include the Allegheny County Department of Human Services, Juvenile Justice Division, United Way of Allegheny County, and The Sprout Fund.

#### Youth Development

Holy Family Institute has a solid track record of developing various programs for youth and recruiting them to participate. From 2010 to 2015, the organization provided two 12-week workforce development program cohorts per calendar year to youth ages 16-24 to prepare them to obtain entry level jobs or pursue technical school, community college, or apprenticeships. The activities functioned as an after-school program, with a specific participant segment with students from Perry High School and Sto-Rox High School. The total number of youth served during these five years was 131 and most all the students were ones aging out of foster care.

Today's customized, personalized future of learning is Holy Family Academy, which opened in 2014 and serves grades 9-12. This is Holy Family Institute's affordable, diverse, independent Catholic prep school on the Borough of Emsworth campus providing a Science, Technology, Engineering, and Mathematics (STEM) curriculum with one day a week off-site field classrooms (Manchester's Craftsman Guild, Carnegie Science Center, The Citizen Science Lab, and Pittsburgh's Energy Innovation Center). Another day of the week is dedicated to Work Study assignments with Pittsburgh region's businesses (MSA, Massaro Construction, UPMC, FedEx, Calgon Carbon, Eaton Corporation, Ernst & Young, MARC USA, and others). The school serves high achieving, low-income and disadvantaged teens whose parents cannot afford private school. The current enrollment is 114.

#### Residential

The organization's experience with children and families related to residential shelter facilities, as well as programming, is based on a deep history of various residential youth living programs on the Holy Family campus and community-based from 1900 to present. Holy Family Institute has had county and state licenses for the following types of services: orphanage, traditional residential care, community-based group home living, independent living apartments, and transitional living services for young

## **RFQ Response Form**

### *Student Assistance Program Providers*

adults. The largest capacity of children served was during the orphanage operations with 300-400 minors. Group homes on campus and in the community had a peak capacity of 114 kids. Regarding employees, the height was about 200 staff members serving as therapists, case managers, youth care workers, supervisors and supports.

The only current residential program now is a student exchange cohort from China. Holy Family has been serving this population since 2011.

#### *Coached Supervised Visitation and Visitation Space for Allegheny County Services (also provide in Armstrong County since 2012; Allegheny County service begin this winter)*

The Visit Coaching model developed by Marty Beyer, PhD, will be used in Allegheny County this winter by Holy Family. Quality, healthy visits between parents and their children will occur as counselors work with parents early on to identify and reach an agreement about their child/children's needs. Strategies and activities are pre-planned for the visit time which occurs in a program house (a safe and secure space) on the Holy Family campus/Allegheny Avenue, seven miles from downtown. The house is used so the family can neutrally enjoy cooking meals together or playing outside, or having game room space. Parents are encouraged to play and interact with their child, and may be coached through role playing on how to give the child their full attention. Counselors observe and identify and build upon the parents' strengths in response to their child's reactions, communications, and needs. Since the children do not live with the parents day-to-day, counselors also assist parents in coping with their feelings as they relate to seeing their child.

#### *In-Home/Community-Based Family Support Services*

Since 1987 this program has served more than 8,000 families and 25,000 children in their homes primarily through Children, Youth, and Families (CYF) referrals. Holy Family's recent evaluation data shows:

- more than 90% of the children were able to remain in their homes despite entering the program at risk of removal;
- client satisfaction surveys show 98% of families report a positive impact from the services, and 90% are utilizing community support; and
- overall 76% had a reduction of their risk score.

The program focuses around the following key elements:

- providing culturally responsible family services that improve parenting skills and help clients navigate life challenges;
- establishing goals that enhance the parents' ability to create a safe, stable and nurturing home environment that promotes healthy child development;
- preventing out-of-home placement of children when safety is possible for all family members;
- reunifying children in out-of-home placements with their families; and
- providing, referring, and coordinating services needed to achieve a stable, independent, unified family.

#### *Family Focus*

This program for families and children provides mental health therapy within the home of Medicaid clients. The program is County funded. Holy Family employs Licensed Social Workers, Licensed

## **RFQ Response Form**

### *Student Assistance Program Providers*

Counselors, and Master Level Clinicians who hold a license in social work or counseling, and Bachelor Level Family Support Specialists – all of whom work in teams.

Work is based on the goal (example - family and communication - understand the student's IEP, have a voice, have guidance counselors understand the issues or foster care, etc.; or example - emotional growth goal and helping with feelings and labeling feelings – sessions include talking with the child about what's going on in the school and at home). In some cases with the school, Holy Family team members need the administration faculty and staff to see the bigger picture of why a child is misbehaving (mental health issues, home situation, etc.). Overall, the objective of Family Focus teams is to have key, ongoing conversations to tie the loose ends with all players so everyone is operating from the same page in the best interest of a child.

Most school district relations were established in 2015, and Holy Family has been moving to increase its capacity and partnerships. Holy Family's referral system, communication system, and protocol is established. The Director of Outpatient Mental Health Services, Scott Schreiber, meets with the schools' Director of Student Services at the beginning of the year - mid year - and end of year to keep an open dialogue and comfort level so administrators and staff will naturally reach out to Family Focus teams when problems arise.

#### *International Unaccompanied Minors*

Holy Family Institute has had the unique experience of serving as an international residential shelter program for unaccompanied children. When these cycles of need present and Holy Family is engaged, youth attend a specialized education program with English-as-a-second-language on the Holy Family campus. Other services: case management; individual service plans; mental health services; individual and/or group counseling; trauma counseling; religious access; pregnant and parenting teens; legal; medical; vocational education training; and socialization and recreation. The overall focus is reunification with family/sponsors in a timely manner. To date, Holy Family provided service to children and families after the earthquake in Haiti in 2010; and the urgent request for Central American unaccompanied children in 2014-15.

4. **Attach your organization's copies of all mental health and drug and alcohol related-licenses and certificates of compliance for the past three years, including revoked and provisional licenses.**  
Holy Family Institute's licenses and certificates for the past three years are attached.

#### **Service Delivery (50 points)**

5. **Describe your plan for providing screenings within 30 days of the SAP Core Team's recommendation for screening. What obstacles do you foresee in completing screenings in a timely manner and how will you overcome them?**

Upon identification of the student who is in need of a SAP screening, the parents would be contacted immediately following the meeting. Upon gaining parental permission of the screening, the SAP liaison would schedule a screening with the student. In the case that there was difficulty getting in touch with the parent, the SAP liaison would work in conjunction with school personnel to get in touch with the parents. Once permission has been obtained to proceed with the screening, the student would be screened and assessed for appropriate services. These results would be provided to parents and the SAP liaison would provide recommendations for further screenings/assessments/services.

## **RFQ Response Form**

### *Student Assistance Program Providers*

If the student was addressing substance abuse issues, Holy Family's SHORES program, which follows DDAP standards, would provide a required assessment for priority populations within 48 hours and 7 days for regular requests.

The parents would be given a list of local/regional providers that offer the recommended services so that they are able to make the decision that is best for the family and the student. Once the SAP liaison has provided those recommendations, they would follow-up with the parent in a week or two to determine if services have been started. The liaison also would make sure that if the parents are having any difficulty connecting the child to services, they would help further navigate the process with them. Once services are started, the SAP liaison would follow-up in regular intervals with the student and the parents to see if any further assistance or supports were needed. Appropriate and timely client data is entered in the Holy Family – County – and State databases.

Obstacles may begin if parents never respond to communications about the needed services and assessment results, yet the student wants services. If the youth is of consenting age, Holy Family will proceed to get the child connected to services; however, counselors continue to get in touch with the parents.

If the youth is not of consenting age, Holy Family would work with school administrators and resources to help move forward with direct communication and input of the parents. Another obstacle may be if a child is not cooperating or willing to receive counseling services. Typically a Holy Family team member would suggest having the meetings at least three times then revisiting the issue. The goal is to establish rapport, and get to the *a-ha* moment where the student is comfortable and sees how talking through things with a neutral party is beneficial to their stress, challenges, fears, etc.

Other obstacles include lack of parental follow through/lack of response; and the child not being in school. For these issues, having school administrators guide Holy Family staff on the family background will be helpful. Revisiting with the student regarding parent work schedules is an option. Polite persistence will be key, as well as in-person visits to the home.

**6. Describe your plan for involving families in SAP activities (outlined in Appendix B), especially your approach to engaging with parents.**

The Holy Family approach to engaging parents/families is to have them see the investment and circle of comprehensive care. The parent/guardian remains at the center of the circle, and is vital to the ongoing process. Holy Family staff communicate this to parents, while making sure they feel listened to; giving them feedback; making sure referrals are geographically practical; utilizing technology communications when needed for quick exchanges – yet keeping the traditional face-to-face or telephone a priority; and being sensitive to parents getting comfortable with them.

Holy Family knows transparency is everything these days, and explaining processes, providing solid examples or demonstrations, providing hard copy literature (who is Holy Family; what is SAP), and being a wealth of knowledge on the local industry resources and specializations is key with parents and families. Additionally, opening up conversation to say how much involvement and contact they want during the SAP activities; identifying family dynamics that are sensitive; and adding doses of humor with genuine conversation in getting to know the student and family - - these are trademark

## **RFQ Response Form**

### *Student Assistance Program Providers*

engagement tactics used by Holy Family for providing high quality; knowledgeable impressions; and personable experiences.

Specifically, upon recommendation of a SAP screening, the SAP liaison would contact the parents and explain how the SAP process functions. The SAP liaison would provide a brochure on Holy Family SAP and literature or Web links to various referrals of providers who are located in their area. The SAP liaison would establish how much involvement and contact the parent would like during this process so as to be sensitive to family dynamics and making communication with parents/guardians as deemed appropriate. The SAP liaison would support parents in being advocates for the services that their child is receiving by helping them to navigate through the sometimes difficult and confusing system of services.

For example, Johnny needs drug and alcohol services. Holy Family would lay out information on various providers; explain what each of them do; point out specialties in the practices; discuss the insurance component; acknowledge/prep for wait times; determine who is accepting new patients (even filtering initial calls to direct parents that X provider see individual within 2 weeks or tomorrow ), etc. Additionally, in keeping with a comprehensive circle of care and looking at the whole child/family, a review of all social services will be discussed (food bank, job, shelters).

7. **Describe your plan for ensuring that students and families are connected to the kinds of services and supports that will best meet their needs. How will you collaborate with the existing network of human service providers in Allegheny County?**

Holy Family Institute is a Catholic, charitable organization founded in 1900 by the Sisters of the Holy Family of Nazareth. Its mission has remained the same over 100 years: ***We empower children and families to lead responsible lives and develop healthy and meaningful relationships built on faith, hope, and love.*** In the course of a century, Holy Family has adjusted to changing social conditions and a changed understanding regarding what works best for children and families dealing with serious social and family issues. The organization was initially founded as an orphanage, yet has evolved through different scenarios of residential services and traditional treatments. Today Holy Family provides preventative, community-based services – in times of crisis and for short-term/long-term needs. Ultimately the agency is working to provide a path to sustainable comfort and wellness. These services include licensed academic school, arts co-op for teens, STEM/career-prep high school for high achieving low-income students, early intervention for children ages 6-11; family group decision making, mental health counseling, safe child visitation, family focused solution-based therapy, energy assistance, and substance abuse counseling, to name a few.

Considering this background, Holy Family Institute certainly knows how to connect students and families with the kinds of services that will best meet their needs. Staff members are invested in Holy Family's clients; and the organization partners with community organizations on various initiatives. Holy Family trains and retrains; and our professionals research and network in order to stay on top of the region's progress related to mental health, education, substance abuse, and other social services. National trends also play a role in many family conversations, as well as core program teams like SAP. More so, the Institute is accredited by the Council of Accreditation (COA). This accreditation signifies that the organization delivers quality child and family services, behavioral healthcare and education, and reflects an ongoing commitment to maintaining and improving quality.

## RFQ Response Form

### *Student Assistance Program Providers*

As an SAP provider in a school district, local and regional resources on various issues would be identified and hard copy literature or online links would be gathered (checked and previewed too). An “expert list” would be developed for ready reference; and meet and greets with providers (perhaps also called introductory meetings or listening tours) will be scheduled. The liaison will join professional affiliations/network groups too in order to stay abreast of local and current conversations, activities, and events.

As described above in Question 6 and below in Question 8, the SAP liaison will have a solid approach and checklist as referrals are made in order to verify the connected services are best in meeting a particular child’s needs. Ongoing family touchpoints; calling to confirm if a referral went through; calling to check-in on an initial appointment; regular interval phone calls and/or visits – all of these type of thoughtful tasks keep quality and progress moving in the comprehensive circle of coordinated care. Additionally, reports with the SAP Core Team and individual conversations with a child’s teachers and other staff, will provide all the pieces of supporting and monitoring the *whole child* and their progress, successes, and setbacks/redirections.

- 8. How will you incorporate student and family choice into your referral process? After you make your recommendation for treatment or other services, what is your plan for providing students and families with the information they need to make the best choice about how to proceed (e.g., which provider to use, which level of treatment to accept)?**

As everyone works to address the emotional well-being of all students in a school/district, students and families must have multiple choices set before them that specifically speak to their situation, and as this happens Holy Family recognizes that parents/guardians are the expert on the child at hand – this is foremost. The Holy Family SAP liaison is sensitive to the student/family dynamic, and only becomes the educator and resourceful guide during referral decision making. Assessment information will guide the process, and Holy Family will focus on presenting specialists in the field (OCD, ADHD, etc.), providing culturally competent and responsive providers/settings; and assuring accessibility to the student/family. We know it is important to talk through the referral decision and have transparency in why one provider may be more beneficial, as well as resources for more information on a provider (Web forums, hard copy literature, videos, etc.). We may even suggest to some families to meet with a provider for an information gathering session to better reach a provider decision. The Holy Family SAP liaison also may spend time with the student and family developing a list of questions for the first meeting with a chosen provider. This can be done as checklists for navigating the system related to appointments, insurance, medication, and state/national resources are thoroughly discussed so a comfort level is achieved.

- 9. Describe your plan for supporting families after a referral has been made. How will you facilitate their connection to the referral and support them while they receive treatment or other services?**

Aside from the above referenced communications plan, and fulfillment with County, State, and Holy Family client data tracking entry, a timely phone call follow-up is standard and other methods such as house visits, or multi-team meetings may be deployed depending on a student’s issue. Holy Family knows that engaging families in mental health treatment is a serious challenge, and continual check-ins are necessary – with the student/family, as well as the referral provider. Keeping this circle



## RFQ Response Form

### Student Assistance Program Providers

of coordinated care moving is necessary for the SAP liaison to stay abreast of the situation, and check progress while planning for re-entry post-treatment, if applicable. Specific tasks the liaison will carry out:

- Discuss and receive any further signed consents, beyond what may have already been secured.
- Ask the family about possible barriers (transportation, work schedules, etc.).
- Call the provider ahead of time to let them know the MH referral is coming; and determine if any paperwork needs forwarded.
- Discuss with the family how the initial referral may flow.
- Offer to be close by when the first call is made to answer any questions.
- Offer to accompany the family on their first visit to give support or answer administrative/coordination questions.
- Phone or in-person follow-up at set intervals appropriate to the student's issue/situation.

**10. Please describe in detail, referencing all phases of the SAP process, how you would proceed with the following referral from the SAP Core Team. Include possible referral recommendations and your strategy for communication with parents and the school.**

*Trevor is a 16-year-old male student attending school in a suburban school district. A teacher referred him to SAP because he refuses to complete school work and has frequent suspensions, rapidly declining grades, spotty school attendance and suspected marijuana use. Last year, Trevor was in a car accident that resulted in the death of his father. Trevor never speaks of the accident, but school staff have noticed a marked increase in his behaviors since this happened. The school guidance counselor scheduled several meetings with Trevor's mom regarding his grades and attendance. His mom has not consistently attended these meetings. At their last meeting, Trevor's mom signed an SAP consent form.*

*The SAP Core Team is familiar with Trevor and his family. Trevor's parents both attended the school district as children, and he has four older siblings who graduated from the school district. SAP Core Team members note that Trevor seems to hang out with the "wrong crowd" and most recently was suspended for fighting on the school bus. Trevor has a good relationship with his English teacher, Mr. Jones. Mr. Jones is not on the SAP Core Team nor is he familiar with the SAP process. Mr. Jones runs an afterschool tutoring program that Trevor has attended in the past. Trevor has expressed interest in joining the military after he graduates.*

*The home/school visitor (a member of the SAP Core Team) has visited Trevor's home many times, supplying the family with holiday food donations and periodically checking on Trevor when he is not at school. During the last visit, Trevor's mom reported that she lost her job and was struggling to pay her bills. Trevor's mom asked the district for resources for low-income housing and food assistance.*

*Trevor will return to school from suspension today, and the district has asked the SAP Liaison to screen him.*

[Click here to enter text.](#)

The initial step in this process would involve contacting the mother in regards to setting a scheduled time to meet with Trevor, along with hearing background and concerns from her. The SAP liaison then would touch base with school personnel to establish a time when the screening would occur, and share that information with the mother. The SAP liaison would conduct a CANS-SP Screening along with a SASSI (self-report screening for substance dependency). After the screenings, the liaison would discuss results of the assessment with the mother and the SAP Core Team. A referral would be made to a drug and alcohol provider to assess the level of care needed, along with a referral for services for mental health in regards to trauma, and grief and loss. This referral would be

## RFQ Response Form

### Student Assistance Program Providers

for an agency such as The Caring Place or perhaps an outpatient mental health provider to help Trevor process his trauma, and grief and loss. Once the referrals were given to the mom, the SAP liaison would follow-up in a timely manner to see if the recommendations were followed through with and/or to discuss any barriers that the mother experienced. The focus would be to help the mother get Trevor connected with the appropriate services, assure his comfort level, and get in a regularly scheduled routine. The SAP liaison would then follow-up with Trevor on a regular basis to check-in and determine if he needed any additional supports and gauge him for progress indicators or red flags. Considering coordinated care and communication, the SAP liaison would report to the SAP Core Team and share the status of Trevor. The SAP liaison would also follow-up with the district to determine if any assistance was able to be provided to mom; and would provide mom additional community resources to assist with her housing and food needs, while communicating that assistance was fulfilled/in progress. As weeks pass, the SAP liaison would maintain regular contact with the mother while Trevor was in treatment to offer a listening ear, additional support, or recommendations.

#### 11. Please describe in detail your approach to the scenario listed below.

***Mr. Johnson, a high school principal, has contacted the SAP supervisor at the agency that provides SAP services in his school. He has concerns related to the SAP Liaison. The Liaison has not participated in recent SAP Core Team meetings, rarely provides information during Team meetings when he attends and is frequently late for meetings. He says that this is the third time that he has made a complaint, seemingly to no avail, and that he had also made a complaint in the previous school year. The agency supervisor has a discussion with the liaison. The liaison says that the school does not allow enough time for him to complete his duties. He believes that his most important function is to complete student screenings, which he can only conduct during the time the school has scheduled Team meetings. His lateness is due to his additional duties as an outpatient therapist. Mr. Johnson contacts DHS and asks about the procedure to obtain a new SAP provider.***

The Vice President or Director who is managing the SAP Supervisor would contact Mr. Johnson and discuss the specifics of the issues that occurred (this conversation may take place over the phone, or it may take place face-to-face if schedules immediately allow). The VP/Director and SAP Supervisor would both sit down with the liaison to gather background and chain of events. Due to the great dissatisfaction with this particular personnel, the current SAP liaison would be removed from the site. The Supervisor or other qualified SAP liaison would cover the needs of the school until a permanent replacement was found. During the same time the conversation takes place with Mr. Johnson, the VP/Director would contact DHS too, informing key leadership of the situation, and what currently has been done, along with plans for corrective action within the next day and weeks. The corrective plans would be hand-delivered the next day to Mr. Johnson, with a letter of apology. The plans would specifically outline each point of dissatisfaction, corrective action, and timeline for immediate, short-term, and long-term improvement in how the SAP liaison would be working and contributing to the school/Core Team. If the principal agreed to stay with the original provider, the VP/Director would establish regular meetings with him to monitor his satisfaction, as well as that of the Core Team. Corrective actions would be assessed and followed through with oversight by the SAP provider organization's Risk-Quality Assurance Office. The SAP Supervisor also would be included in the regular principal meetings to show him and the school/district the organization's investment in keeping the SAP contract, and providing quality engagement and work. The VP/Director, Supervisor, and Principal would discuss the SAP process roll-out overall and with certain cases; education and advocacy; what is working; what is not working; and what changes need made to assure that SAP liaison is attending meetings, contributing to dialogue, producing

## **RFQ Response Form**

### *Student Assistance Program Providers*

thoughtful guidance and recommendations; presenting new information and providing follow-up to past business; screening students; and overall providing excellent SAP leadership. To further remedy the past negative relations, the new SAP liaison would meet individually with each SAP Core team member to discuss needs of the team and the school. These additional conversations and touchpoints will not only provide more detailed insight into the school operations and its current student population, but also help rebuild a trusting relationship. Towards the end of the year, the SAP liaison, with the help of the Supervisor and VP/Director, would provide a special report of the team's work during the year, along with a blueprint of continued engagement for the following school year. Hopefully all these efforts would show the organization's investment in providing a quality Student Assistance Program, and having strong SAP team members in the schools, making it easy and resourceful for the Core Team. DHS would be copied on all correspondence along the way in order to show efforts and corrective actions achieved.

**12. Describe your vision for the SAP Program's role within a school district and your vision for an SAP Liaison's relationship with school staff, students and families.**

Holy Family Institute's vision for the SAP liaison's role within a district is to become its best advocate and resource – to know every facet of the school district, and key decision-makers, as well as a broad reach for meeting and greeting general audience pockets (faculty, staff, parent leader groups, guidance counselors, probation officers, pupil services director, etc.). Consider the stretched schedules of school administrators and faculty on a regular basis, and now determine how to best integrate SAP education and awareness into the mix, so it is helpful, easy, and the liaison makes the connections seamlessly. Holy Family views the SAP liaison as working with school staff so there is access to education and awareness (importance of achieving this top tier of program buy-in); time for Core Team thoughtful work processes and planning; and timely connections to students and families so new pathways can begin.

The SAP liaison will work with the Core Team so it operates as a central source where students are identified for services and assessment begins. The liaison's rapport and network will be solid, thus, faculty, staff, students, community members, and families seek them out for information on available services, or how to navigate local/regional provider systems, or who the specialists are in certain fields. In summary, the liaison will be the mental health services hub for the district because it is one more branch of creating an environment where students can learn.

**13. Describe how your organization will maintain a strong relationship with the school you serve and be responsive to its needs.**

Holy Family's commitment to any school district's contract will start with the Outpatient Mental Health Supervisor Scott Schreiber initially meeting the key contacts at the time of the contract signing. This may be top-level administrators, but Schreiber will go back at the start of the school year to meet and greet with the SAP Core Team members. He will then have ongoing meetings and touchpoints with the district, making sure established plans are on track and creating the desired impacts – plus liaison feedback will be gathered. As the main relationship between the school district and the SAP liaison is developed and nurtured, open communication, advocacy, and expert knowledge/resource coordination will be the drivers of the partnership. The liaison will serve as the ambassador for reaching out to all audience pockets, and bringing them into the fold via education, awareness or Core Team work as appropriate. More so, by maintaining the strongest relationships with decision makers, SAP will gain momentum and buy-in that is essential to the program being integrated in the district. Consider that the investment in becoming "the face of SAP" at the school will be a positive development for a liaison in order to achieve responsive results. For example, when challenging items surface (ex. cutting

## **RFQ Response Form**

### *Student Assistance Program Providers*

throughout the school or other types of trends), Holy Family will be readily available to step-in with guidance, support, and resources that will work best since its familiarity with the school community. Other ways Holy Family will build positive, strong relations is through is grassroots advocacy for SAP via education and awareness, which may look like this: SAP mention in the superintendent's e-News; school social media and Web site; school board presentation; faculty meeting presentations; parent-teacher organization presentations; parent-teacher conference day booth; traditional community media coverage; and related efforts.

**14. Describe your plan for providing Postvention services. How would you respond if a school district requested a Postvention in the summer months?**

The aftermath of suicide is a devastating and sometimes frightening issue that must be handled as a crisis situation / managing traumatic incidents. Holy Family follows best practice strategies that involve managing contagion through recognizing and referring young people at high risk; collaborating with the media toward responsible reporting; monitoring the districts/ students/community social media for interventions; and considering the specific needs of the suicide bereaved and how these differ from regular bereavement. Resilience factors also may be emphasized.

Holy Family staff will immediately meet with the school district key point people, as well as the deceased's teachers, to discuss background on the student/family/reported situation; and listen to their needs. Customized strategies for this community will be put in place that serve three purposes: managing the immediate crisis of suicide and reducing the likelihood of others; helping the bereaved cope with the immediate and long-term effects; and returning schools and communities to regular routines. Appropriate trained personnel will be provided in an expedited manner to handle the set-up of offerings to the students, teachers/staff, and community; and Holy Family will stay involved for as long as needed to process, guide, and support.

If postvention is needed during the summer months, or school breaks, Holy Family will respond immediately with the same approach and qualified team as noted above. No doubt, affected individuals will be monitored and treated in an efficient and timely manner as the situation and community factors warrant. Regarding staff qualifications, Holy Family clinical staff and supervisors (five individuals) last attended the *STAR Center Prevention and Postvention Conference Training* at Western Psychiatric Institute and Clinic of UPMC in May 2016. STAR Center is a treatment, training, outreach, and research program of the Division of Child Psychiatry, University of Pittsburgh Medical Center (since 1987). Note that Holy Family's Specialized Learning/Academic School has a suicide prevention, intervention, and postvention protocol which reflects the guidelines from the STAR Center program.

**Staffing (10 points)**

**15. Describe your plan for recruiting and retaining quality staff, including your plan for filling staff vacancies in a timely way.**

Holy Family's Human Resources Department recruits from LinkedIn, Indeed, Non-Profit Talent, Monster, and other similar online employment posting sites. Internal promotions also occur, after careful assessment regarding program loads and needs, and staff fit.

## **RFQ Response Form**

### *Student Assistance Program Providers*

Holy Family's commitment to retaining quality staff begins with the Outpatient Mental Health Supervisor, who will oversee the SAP liaisons, being trained in SAP so the investment in the program is evident to the County, school districts, and Holy Family personnel. Next, professional development opportunities are encouraged and scheduled by Holy Family supervisors and directors. The organization has an unwavering commitment to develop its talent. We want our skilled people and leaders to excel, be it programming, technical, or management-leadership development.

The Institute's contingency plan for maintaining full-time staff will be to have SAP liaisons executing their responsibilities as a priority – leading with the 4,025 hours the agency has estimated in providing to this program. At the same time, the liaisons will serve in a way that the Holy Family quality of service brand is upheld, with engaging and successful client experiences (including partnerships with the school districts and individual schools). As contracts would be awarded by the districts, SAP roll-out, daily/monthly productivity will be assessed to determine if other time will be spent in the Family Focus program or Visit Coaching.

#### **16. Describe your expectations for SAP staff qualifications and conduct.**

SAP liaisons of Holy Family Institute, as well as the program Supervisor, will participate in the mandatory and supplemental SAP trainings, as well as regular orientation training with Allegheny County Department of Human Services and Holy Family Institute. Holy Family will comply with the specific guidelines set forth in the SAP RFP, such as SAP Core Team Training (by a state approved trainer); DHS New Hire Service Coordination Training; CANS Screening Tool Training; State Department Drug and Alcohol Programs (DDAP) Confidentiality; DDAP Addiction 101; and 12 hours of approved supplemental training each year.

Liaisons will have a minimum education level of a bachelor's degree (mental health, drug and alcohol addiction or education), and some cited experience in the behavioral health field. Liaisons also will be required to complete industry-relevant professional development credits every year in order to train, re-train, or booster train their skills and knowledge. The hired personnel will not only be dynamic in their people skills and communications (in-person and on paper), but also possess polished skills in organization and client data tracking/reporting, with a very high comfort level in learning and working in databases (County, State, and Holy Family systems).

Support from existing Holy Family Institute staff and supervisors will come in handy regarding Child and Adolescent Needs and Strengths (CANS) training; CIPS (the County Department of Human Services' client information/payment system); and DDAP trainings since Holy Family personnel has used in the past or currently utilize the procedures or hold certifications.

Specific to conduct, liaisons will be held to strict engagement documentation; obtaining consent forms; and number of touchpoints with the school communities/SAP Core Team/parents/students. Holy Family's guiding program philosophy will be to build a network and rapport as a resource driven advocate.

The liaison is to know the teachers, nurse, counselors, principal, and others involved in the SAP Core Team; and prepared to communicate with them via text, email, phone, drop-box, or other streams of

## **RFQ Response Form**

### *Student Assistance Program Providers*

communication in times of quick information exchange (meeting times/days change) and planned communications. As the liaison will be highly sensitive to individual privacy, the overall marketing of this service shall be pursued with the schools' Director of Pupil Services and other key personnel to help educate and bring awareness to the Student Assistance Program. Essentially, Holy Family believes a grassroots approach to SAP education and awareness would provide the best impact, so the program is delivered and executed as intended – examples include Web site postings, social media postings, Superintendent emails, district newsletters, faculty presentations, school board presentations, booths at parent-teacher conference days/evenings, hard copy literature/leave behinds, etc. Again, in order to be a resource driven advocate, making progress with “SAP relations” in every facet of the school and community is key.

Finally, all Holy Family employees are expected to treat clients and co-workers with dignity and respect and follow the Institute's *Sanctuary Certified Agency* model of offering a safe environment for children and families, while providing a higher level of care and a trauma-sensitive environment for clients, students, and families. Holy Family embraces and practices the seven commitments of the *Sanctuary* model: democracy, non-violence, emotional intelligence, social learning, open communication, social responsibility, and growth and change.

#### **Data Collection and Delivery (10 points)**

##### **17. Describe your plan for tracking, entering and reporting data in a timely way.**

Holy Family commits to creating and implementing a SAP data collection plan regarding client records. Data entry, tracking and reporting will reflect on three databases: Holy Family Institute, Allegheny County Department of Human Services, and the Commonwealth of Pennsylvania. Personnel will be trained on the appropriate databases, and supported so they are prepared beginning July 1, 2017. Timely, accurate, and transparent reporting is essential to the evaluation process. Items that will be addressed per Holy Family procedures:

- Roles and responsibilities will be assigned regarding data management
- Communications plan will be established for dealing with data issues
- Commitment to conducting responsible data management
- Oversight of data will be the responsibility of the Supervisor of Outpatient MH Services Division (& SAP Liaison Supervisor), and the Director of MH Services

Specific to Holy Family, data also will be shared with the Office of Risk-Quality Assurance, which will provide its own analysis regarding grant and Outpatient Mental Health Services Division benchmarks. General data that will be tracked includes the number of screens, length of service; and progress/improvement within the school setting.

##### **18. Describe your plan for quality assurance, including which data elements you will look at to determine quality.**

Quality improvement is a cornerstone of Holy Family's service process and is monitored at three levels: the program level with the Risk, Quality, and Compliance Department; the Holy Family

## **RFQ Response Form**

### *Student Assistance Program Providers*

Quality Improvement Committee (who meet quarterly); and the Risk, Quality, and Compliance Board of Directors Committee (who meet quarterly as well).

Holy Family's QA Manager collaborates with program staff to identify a comprehensive evaluation strategy using key data, client-focused markers, and outcomes. These items are integrated into daily work, and services are carefully evaluated with respect to service quality, client satisfaction, and extent of impact. A logic model is developed and followed. Dashboards are created for tracking, and all components are aligned with the larger industry best practices and standards, as well as past Holy Family performance.

**Targeted Outcomes:** Outcomes focus on child well-being and include improvement in health, academic progress, improvement in child-child and adult-adult relationships, increased hope and positive attitude toward the future and children reunited with family/sponsor in a timely manner. The outcomes closely align with ORR orders and the Flores Settlement Agreement.

**Evaluation & Measurement:** The Logic Model lays the groundwork for the evaluation design, the data collection activities, and the analysis to support the design. Methods of data collection include satisfaction surveys (parents, SAP Core Team, school admin); successful completion of referred programs; increase in improved functioning in school (academically and socially); percent of follow through with referrals (to show families are connecting with services, and SAP liaison is connecting with the family to make sure services are offered and utilized);

Required data will be entered into Holy Family – County – and State databases. SAP implementation quality and student progress will be assessed via indicator data. Common elements will be identified and addressed by tracking all the students in the districts contracted with Holy Family. Where variation occurs among youth, the QA Manager will be able to assist program staff in identifying key underlying variables. This evaluation data will enable successes to inform changes that might benefit other child situations that are encountering challenges. Program level evaluations will help to document the strategic value of the Holy Family program.

Note that surveys will be administered to family and school districts via mail, email, in-person, or via the Internet (Survey Monkey).

#### **Financial Management and Budget (15 points)**

19. **Provide evidence of your financial health by attaching your most recent audit or other supporting financial documentation. If you will not provide your audit, please explain.** See attachments.
20. **Provide a budget (using the budget template available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations)) that reflects a realistic estimate of the direct and indirect costs associated with implementing SAP.** See budget documents.
21. **Provide a budget narrative below that clearly justifies costs outlined in the budget.**  
Holy Family's budget considers utilizing five FT SAP liaisons, at a capacity of 4,025 hours or 780 hours per liaison.

#### **PERSONNEL - (\$185,290)**

**RFQ Response Form**  
*Student Assistance Program Providers*

The costs reflected herein are the combined supervision, direct care staff, and clerical staff, with 33% benefits and taxes.

**Director of Mental Health Services - (\$7,747)**

The Director will oversee the project at 10% of her full-time equivalent. She supervises the SAP Program Supervisor and is ultimately responsible for the delivery of the SAP in selected school districts, with reporting and other oversight by Allegheny County Department of Human Services.

**SAP Program Supervisor - (\$17,564)**

The Program Supervisor (also the Outpatient Mental Health Services Supervisor) will serve at 33% and oversee the five FT SAP liaisons, which will be housed under the Outpatient Division.

**Administrative Assistant - (\$5,922)**

The Administrative Assistant in the Outpatient Mental Health Services Division is FT and will work on the grant contracts at 20%. This person will manage professional development tracking; forms; and correspondence, while setting up meetings, identifying specific information, and entering Holy Family, County and State client data.

**SAP Liaisons (\$146,435) - TBH or internal appointments**

The SAP Liaisons will provide the direct service to the school districts as outlined in the RFP and Holy Family proposal. The cost reflects 5.25 FTE's with a capacity of 4,025 billable hours. Liaisons also will be available during the summer months, and school holiday breaks if needed.

**Overtime - (\$7,622)**

Overtime is calculated at 5% for non-exempt employees.

**FRINGE BENEFITS & TAXES - (\$61,146)**

Fringe Benefits are calculated at current tax and insurance rates. Holy Family provides employer-paid medical and dental insurance, disability insurance, workers compensation insurance, State unemployment insurance, social security, Medicare, and retirement benefits. This number also includes tuition reimbursement, and the wellness program.

**OTHER EXPENSES**

**Staff Training & Professional Development - (\$4,441)**

This cost reflects SAP required and supplemental training, as well as professional development offered by Allegheny County DHS, approved trainers, and related experts in the mental health/substance abuse industries.

**Office Space - (\$1,426)**

Occupancy includes office space, utilities, and repairs/maintenance.

**Utilities - (\$2,800)**

General building utilities.

**Maintenance - (\$2,000)**

General building maintenance preventive work, as well as



**RFQ Response Form**  
*Student Assistance Program Providers*

**Communications - (\$5,645)**

This is based upon telecommunications and data lines/hot spots.

**Office Supplies - (\$600)**

This includes general office supplies, such as folders, copier paper, letterhead, pens, etc.

**Transportation/Mileage Reimbursement - (\$11,413)**

Travel costs are based upon historical staff data and Holy Family uses the Federal mileage reimbursement rate of .54 (which is changing to .535 as of 1-1-17). This budget line also includes parking costs.

**Postage - (\$1,000)**

Postage for all correspondence to districts, DHS, and provider. May include mail to families too. Regular postage, certified mail, and overnight mail.

**Printing - (\$400)**

This cost represents business cards, and copy-scan-fax machine lease and machine maintenance.

**Furniture & Equipment -(\$9,095)**

This cost represents computers, office furniture (chairs, desks, tables). This will be purchased as the staff is hired.

**Recruitment & Marketing Materials - (\$5,473)**

This cost represents drug screens and background checks for new employees; and marketing literature that will be developed and printed for SAP advocacy/education/awareness (A - school districts/admin/faculty/staff and B – parents, students, and community).

**Indirect Costs - (\$51,635)**

Risk-Quality Assurance Manager, Finance personnel, Human Resources, Marketing Manager, Grant Writer, Facilities, and related administrative expenses.

**Thank You for your consideration.**

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

<b>Position/Title</b>	<b>Full Time Equivalent</b>	<b>Salary</b>	<b>Benefits/Fringe/Taxes</b>	<b>Total Salary/Benefits</b>
Director of MH Services	0.10	77,465	25,563	<b>10,303</b>
SAP Supervisor	0.33	53,225	17,564	<b>23,360</b>
Support Specialist	0.20	29,611	9,772	<b>7,877</b>
SAP Liaison	1.00	27,892	9,204	<b>37,097</b>
SAP Liaison	1.00	27,892	9,204	<b>37,097</b>
SAP Liaison	1.00	27,892	9,204	<b>37,097</b>
SAP Liaison	1.00	27,892	9,204	<b>37,097</b>
SAP Liaison	1.00	27,892	9,204	<b>37,097</b>
SAP Liaison	0.25	27,892	9,204	<b>9,274</b>
OT	1.00	7,622	2,515	<b>10,137</b>
<b>Total Year One</b>				<b>246,435</b>
Director of MH Services	0.10	79,789	26,330	<b>10,612</b>
SAP Supervisor	0.33	54,822	18,091	<b>24,061</b>
Support Specialist	0.20	30,500	10,065	<b>8,113</b>
SAP Liaison	1.00	28,729	9,481	<b>38,210</b>
SAP Liaison	1.00	28,729	9,481	<b>38,210</b>
SAP Liaison	1.00	28,729	9,481	<b>38,210</b>
SAP Liaison	1.00	28,729	9,481	<b>38,210</b>
SAP Liaison	1.00	28,729	9,481	<b>38,210</b>
SAP Liaison	0.25	28,729	9,481	<b>9,552</b>
OT	1.00	7,851	2,591	<b>10,441</b>
<b>Total Year Two</b>				<b>253,828</b>
Director of MH Services	0.10	82,183	27,120	<b>10,930</b>
SAP Supervisor	0.33	56,466	18,634	<b>24,783</b>
Support Specialist	0.20	31,415	10,367	<b>8,356</b>
SAP Liaison	1.00	29,591	9,765	<b>39,356</b>
SAP Liaison	1.00	29,591	9,765	<b>39,356</b>
SAP Liaison	1.00	29,591	9,765	<b>39,356</b>
SAP Liaison	1.00	29,591	9,765	<b>39,356</b>
SAP Liaison	1.00	29,591	9,765	<b>39,356</b>
SAP Liaison	0.25	29,591	9,765	<b>9,839</b>
OT	1.00	8,086	2,668	<b>10,755</b>
<b>Total Year Three</b>				<b>261,443</b>

\*These titles should reflect staff who are directly responsible for work with children, youth, foster families and families of origin (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
<b>Administrative Staff</b>					
Pat Custer	ACCTS PAY SPECIALIST	0.0225	729	241	32,409
Pam Fedosick	FINANCIAL COORDINATOR	0.0225	978	323	43,486
Bill Merry	SENIOR ACCOUNTANT	0.0225	1,350	446	60,009
Paul Furtis	SENIOR ACCOUNTANT	0.0225	266	88	11,844
Mark Palastro	CHIEF FINAN OFFICER	0.0225	2,553	842	113,462
Susan Porczak	CONTROLLER	0.0225	1,551	512	68,916
Stephanie Woodcock	BILLING SPECIALIST	0.0225	885	292	39,326
Thomas Baughman	HR ASSISTANT	0.0225	3	1	140
Bill Eck	HR GENERALIST	0.0225	244	81	10,861
Kim Radtler	DIRECTOR OF HR	0.0225	1,761	581	78,256
Cynthia Foreback	PAYROLL SPECIALIST	0.0225	58	19	2,589
Susan Sanford	HR MANAGER	0.0225	1,348	445	59,916
Mark Findick	MAINTENANCE MANAGER	0.0225	993	328	44,140
Bill Kortas	MAINTENANCE ASST	0.0225	11	4	501
John Tracey	MAINTENANCE COORD	0.0225	839	277	37,293
Joseph Ward	MAINTENANCE ASST	0.0225	221	73	9,819
Ken Kroeh	NIGHT COORDINATOR	0.0225	365	120	16,201
Linda Codori	ADMINISTRATIVE SPECIALIST RES	0.0225	128	42	5,695
Sr. Linda	PRESIDENT	0.0225	2,657	877	118,095
Megan Kearns	DIR OF ADMN SERVICES	0.0225	955	315	42,436
Debbie Goodem	PROGRAM DIRECTOR	0.0225	85	28	3,772
Lisa Rossi	SENIOR RISK QUALITY COMPLIANCE ANALYST	0.0225	422	139	18,734
Megan Kearns	ADMINISTRATIVE SPECIALIST	0.0225	113	37	5,004
Bill Eck	RISK, QUALITY and COMPLIANCE MANAGER	0.0225	799	264	35,505
David Trujillo	DIRECTOR OF FOOD SVCS	0.0225	34	11	1,504
Lynn Guerra	DIRECTOR OF VOLUNTEER PROGRAM	0.0225	860	284	38,243
Glenn Wilson	CHIEF STRATEGIC OFFICER	0.0225	355	117	15,787
Mary Johnson	FRONT DESK RECEIPT	0.0225	400	132	17,766
Kim Mkuhan	FRONT DESK RECEIPT	0.0225	367	121	16,314
Marita Goiz	COOK	0.0225	14	5	642
Debbie Sasinovich	FOOD SERVICES SUPERVISOR	0.0225	38	13	1,691
Angela Kaiser	KITCHEN ASSISTANT II	0.0225	59	19	2,622
Arnold Miller	COOK	0.0225	29	10	1,298
Gerard Neuherz	COOK	0.0225	78	26	3,488
Mike Selpo	DIRECTOR OF LEADERSHIP CIRCLE	0.0225	148	49	6,588
<b>Total Year One</b>			<b>21,698</b>	<b>7,160</b>	<b>964,346</b>
<b>Administrative Staff</b>					
Pat Custer	ACCTS PAY SPECIALIST	0.0225	751	248	33,381
Pam Fedosick	FINANCIAL COORDINATOR	0.0225	1,008	333	44,791
Bill Merry	SENIOR ACCOUNTANT	0.0225	1,391	459	61,809
Paul Furtis	SENIOR ACCOUNTANT	0.0225	274	91	12,199
Mark Palastro	CHIEF FINAN OFFICER	0.0225	2,629	868	116,866
Susan Porczak	CONTROLLER	0.0225	1,597	527	70,982
Stephanie Woodcock	BILLING SPECIALIST	0.0225	911	301	40,506
Thomas Baughman	HR ASSISTANT	0.0225	3	1	144
Bill Eck	HR GENERALIST	0.0225	252	83	11,187
Kim Radtler	DIRECTOR OF HR	0.0225	1,814	598	80,604
Cynthia Foreback	PAYROLL SPECIALIST	0.0225	60	20	2,667
Susan Sanford	HR MANAGER	0.0225	1,389	458	61,713
Mark Findick	MAINTENANCE MANAGER	0.0225	1,023	338	45,464
Bill Kortas	MAINTENANCE ASST	0.0225	12	4	516
John Tracey	MAINTENANCE COORD	0.0225	864	285	38,412
Joseph Ward	MAINTENANCE ASST	0.0225	228	75	10,114
Ken Kroeh	NIGHT COORDINATOR	0.0225	375	124	16,687
Linda Codori	ADMINISTRATIVE SPECIALIST RES	0.0225	132	44	5,866
Sr. Linda	PRESIDENT	0.0225	2,737	903	121,638
Megan Kearns	DIR OF ADMN SERVICES	0.0225	983	325	43,700
Debbie Goodem	PROGRAM DIRECTOR	0.0225	87	29	3,885
Lisa Rossi	SENIOR RISK QUALITY COMPLIANCE ANALYST	0.0225	434	143	19,296
Megan Kearns	ADMINISTRATIVE SPECIALIST	0.0225	116	38	5,154
Bill Eck	RISK, QUALITY and COMPLIANCE MANAGER	0.0225	823	272	36,570
David Trujillo	DIRECTOR OF FOOD SVCS	0.0225	35	12	1,549
Lynn Guerra	DIRECTOR OF VOLUNTEER PROGRAM	0.0225	886	292	39,390
Glenn Wilson	CHIEF STRATEGIC OFFICER	0.0225	366	121	16,261
Mary Johnson	FRONT DESK RECEIPT	0.0225	412	136	18,298
Kim Mkuhan	FRONT DESK RECEIPT	0.0225	378	125	16,803
Marita Goiz	COOK	0.0225	15	5	661
Debbie Sasinovich	FOOD SERVICES SUPERVISOR	0.0225	39	13	1,742
Angela Kaiser	KITCHEN ASSISTANT II	0.0225	61	20	2,701
Arnold Miller	COOK	0.0225	30	10	1,337
Gerard Neuherz	COOK	0.0225	81	27	3,591
Mike Selpo	DIRECTOR OF LEADERSHIP CIRCLE	0.0225	153	50	6,784
<b>Total Year Two</b>			<b>22,349</b>	<b>7,375</b>	<b>993,276</b>
<b>Administrative Staff</b>					
Pat Custer	ACCTS PAY SPECIALIST	0.0225	774	255	34,383
Pam Fedosick	FINANCIAL COORDINATOR	0.0225	1,038	343	46,134
Bill Merry	SENIOR ACCOUNTANT	0.0225	1,432	473	63,664
Paul Furtis	SENIOR ACCOUNTANT	0.0225	283	93	12,565
Mark Palastro	CHIEF FINAN OFFICER	0.0225	2,708	894	120,372
Susan Porczak	CONTROLLER	0.0225	1,645	543	73,112
Stephanie Woodcock	BILLING SPECIALIST	0.0225	939	310	41,721
Thomas Baughman	HR ASSISTANT	0.0225	3	1	149
Bill Eck	HR GENERALIST	0.0225	259	86	11,522
Kim Radtler	DIRECTOR OF HR	0.0225	1,868	616	83,022
Cynthia Foreback	PAYROLL SPECIALIST	0.0225	62	20	2,747
Susan Sanford	HR MANAGER	0.0225	1,430	472	63,565
Mark Findick	MAINTENANCE MANAGER	0.0225	1,054	348	46,828
Bill Kortas	MAINTENANCE ASST	0.0225	12	4	532
John Tracey	MAINTENANCE COORD	0.0225	890	294	39,564
Joseph Ward	MAINTENANCE ASST	0.0225	234	77	10,417
Ken Kroeh	NIGHT COORDINATOR	0.0225	387	128	17,188
Linda Codori	ADMINISTRATIVE SPECIALIST RES	0.0225	136	45	6,042
Sr. Linda	PRESIDENT	0.0225	2,819	930	125,287
Megan Kearns	DIR OF ADMN SERVICES	0.0225	1,013	334	45,020
Debbie Goodem	PROGRAM DIRECTOR	0.0225	90	30	4,002
Lisa Rossi	SENIOR RISK QUALITY COMPLIANCE ANALYST	0.0225	447	148	19,875
Megan Kearns	ADMINISTRATIVE SPECIALIST	0.0225	119	39	5,309
Bill Eck	RISK, QUALITY and COMPLIANCE MANAGER	0.0225	848	280	37,667
David Trujillo	DIRECTOR OF FOOD SVCS	0.0225	36	12	1,596
Lynn Guerra	DIRECTOR OF VOLUNTEER PROGRAM	0.0225	913	301	40,572
Glenn Wilson	CHIEF STRATEGIC OFFICER	0.0225	377	124	16,748
Mary Johnson	FRONT DESK RECEIPT	0.0225	424	140	18,847
Kim Mkuhan	FRONT DESK RECEIPT	0.0225	389	129	17,308
Marita Goiz	COOK	0.0225	15	5	681
Debbie Sasinovich	FOOD SERVICES SUPERVISOR	0.0225	40	13	1,794
Angela Kaiser	KITCHEN ASSISTANT II	0.0225	63	21	2,782
Arnold Miller	COOK	0.0225	31	10	1,377
Gerard Neuherz	COOK	0.0225	83	27	3,698
Mike Selpo	DIRECTOR OF LEADERSHIP CIRCLE	0.0225	157	52	6,987
<b>Total Year Three</b>			<b>23,019</b>	<b>7,696</b>	<b>1,023,075</b>

\*\*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	Year 1	Year 2	Year 3
<b>Personnel (Use detailed Indirect Admin Staff Roster as an input for this section)</b>			
Administrative Staff	<b>21,698</b>	<b>22,349</b>	<b>23,019</b>
Support Staff			
Employee Benefits	<b>7,160</b>	<b>7,375</b>	<b>7,596</b>
Staff Training/Professional Development	213.80	<b>220.21</b>	<b>226.82</b>
<b>Total Personnel Expenses</b>	29,071.85	29,944.01	30,842.33
<b>Operational Expenses</b>			
Office Space	766.74	789.74	813.43
Maintenance	1,161.03	1,195.86	1,231.74
Utilities	584.06	601.58	619.63
Communication	1,528.09	1,573.93	1,621.15
Office Supplies	564.77	581.71	599.16
Transportation/Mileage Reimbursement	253.46	261.06	268.90
Vehicle Maintenance & Repair		-	-
Postage and Shipping	120.85	124.48	128.21
Printing and Publications	300.51	309.53	318.81
Insurance	1,058.67	1,090.43	1,123.14
Equipment & Furniture	3,248.42	3,345.87	3,446.25
Association Dues/ Licensing Fees	74.30	76.53	78.82
Recruitment & Marketing Materials	31.21	32.15	33.11
Auditing Expense		-	-
Other: Professional Fees	<b>6,983.37</b>	7,192.87	<b>7,408.66</b>
Depreciation	5,029.49	5,180.37	5,335.79
Client Related / Misc.	858.40	884.15	910.68
		-	0
<b>Total Indirect Administrative Expense:</b>	22,563.37	23,240.27	23,937.48
Offsetting Revenues:			
Total Revenue :	0	0	0
<b>Net Total</b>	\$ 51,635.22	\$ 53,184.28	\$ 54,779.81

## Proposed Direct Administrative Expenses

OBJECTS OF EXPENSE	Year 1	Year 2	Year 3
<b>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)</b>			
Director of MH Services	7,746.50	7,978.90	8,218.26
SAP Supervisor	17,564.25	18,091.18	18,633.91
Support Specialist	5,922.24	6,099.91	6,282.90
SAP Liaison	146,434.63	150,827.67	155,352.50
OT	7,622.00	7,850.66	8,086.18
Employee Benefits	61,145.67	62,979.94	64,869.34
Staff Training/Professional Development	4,441.00	1,000.00	1,000.00
<b>Total Personnel Expenses</b>	<b>250,876.29</b>	<b>254,828.26</b>	<b>262,443.09</b>
<b>Office and Operational Expenses</b>			
Office Space	1,426.00	1,468.78	1,512.84
Maintenance	2,000.00	2,060.00	2,121.80
Utilities	2,800.00	2,884.00	2,970.52
Communication	5,645.00	5,814.35	5,988.78
Office Supplies	600.00	618.00	636.54
Transportation/Mileage Reimbursement	11,413.00	11,755.39	12,108.05
Vehicle Maintenance & Repair	-	-	-
Postage and Shipping	1,000.00	1,060.00	1,121.80
Printing and Publications	400.00	412.00	424.36
Insurance - Part of indirect exp	-	-	-
Equipment & Furniture	9,095.00	-	-
Association Dues/ Licensing Fees - part of indirect exp	-	-	-
Model Fidelity/Consultation - Part of indirect exp	-	-	-
Recruitment & Marketing Materials	5,473.00	5,637.19	5,806.31
Other:	-	-	-
<b>Total Office and Operational Expenses</b>	<b>39,852.00</b>	<b>31,709.71</b>	<b>32,691.00</b>
<b>Offsetting Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Offsetting Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Total:</b>	<b>290,728.29</b>	<b>286,537.97</b>	<b>295,134.09</b>
<b>Total Indirect Administrative Expenses</b>	<b>51,635.22</b>	<b>53,184.28</b>	<b>54,779.81</b>
<b>Grand Total:</b>	<b>\$ 342,363.51</b>	<b>\$ 339,722.25</b>	<b>\$ 349,913.90</b>