

RFQ Response Form
Student Assistance Program Providers

APPLICANT INFORMATION

Applicant Name: Youth Advocate Programs, Inc. (YAP)

Authorized Representative Name & Title: Jeffrey Fleischer, CEO

Address: 2007 North 3rd Street, Harrisburg, PA 17102

Telephone: (717) 232-7580

Email: jfleischer@yapinc.org

Website: www.yapinc.org

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

Date Incorporated: 8/1/1976

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Jeffrey Fleischer	(717) 232-7580	jfleischer@yapinc.org
Contract Processing Contact	Mary Sersch	(717) 232-7580	msersch@yapinc.org
Chief Information Officer	Cliff Kubiak	(717) 232-7580	ckubiak@yapinc.org
Chief Financial Officer	Rick Stottlemyer	(717) 232-7580	rstottlemyer@yapinc.org
Administrative Contact	Jessica Carlton-Humenik	(412) 215-5357	jcarlton@yapinc.org

BOARD INFORMATION

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

A list of board members is provided as an attachment.

Board Chairperson Name & Title: Ms. Lynette M. Brown-Sow, Chairperson

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

REFERENCES

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

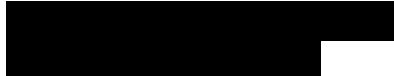
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- connecting children and families to supports in the mental health and drug and alcohol systems
- working in partnership and collaborating with schools, other provider agencies and community organizations
- working with families and students

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.*

1. Paul Tedesco

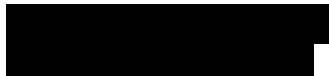
Senior Director Behavioral Health
Family Links



Relationship with reference and timeframe of relationship: Paul Tedesco is the clinical supervisor for FamilyLinks, which is the organization that holds the license for YAP's OPMH program. YAP leadership has known Mr. Tedesco since 2012.

2. Deb Freeman

Executive Director
HSAO



Relationship with reference and timeframe of relationship: Deb Freeman directs YAP's largest BHRS referring authority. YAP leadership has known Ms. Freeman since 1999.

3. Dr. Craig Hartmann

Psychologist
Hartmann Psychological Services



Relationship with reference and timeframe of relationship: Dr. Hartmann is YAP's primary prescriber of BHRS. YAP leadership has known Dr. Hartmann since 2002.

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.

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X 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.

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-licensures for the past three years, including revoked and provisional licensures
- MWDBE Participation Statement and/or Waiver Statement
- Allegheny County Vendor Creation Form
- Audited financial reports for the last three years
- W-9

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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).

YAP proposes to provide SAP in the East and West quadrants and for 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).

- Preferred school districts for the East Quadrant are Penn Hills, Woodland Hills and Steel Valley.
- Preferred school districts for the West Quadrant are Sto-Rox, Montour and Moon Area.
- Preferred school districts for Pittsburgh Public Schools are Carrick H.S. (and feeder schools), Perry H.S. (and feeder schools), and Brashear H.S. (and feeder schools).

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?).

YAP does not currently provide SAP for Allegheny County and does not currently employ SAP Liaisons in the county.

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

YAP's ideal SAP capacity is to serve a total of ten (10) districts within the East and West quadrants and three (3) high schools and their respective feeder schools within Pittsburgh Public Schools.

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.

YAP has maintained a Behavioral Health Rehabilitation Services (BHRS) program in Allegheny County for over 15 years. This is a medical assistance funded service that provides youth up to age 21 and families with Mobile Therapy (MT), Behavioral Specialist Consultant (BSC), and Therapeutic Staff Support (TSS) services. Services are approved by the local managed care organization (Community Care Behavioral Health) and are implemented in the home, school, and community environments. YAP has contracted with a psychologist as part of this program. The YAP program currently serves approximately 80 youth. YAP's *'No Reject - No Eject'* policy exemplifies the agency's commitment to unconditional care and means that any individual who contacts the YAP office will receive assistance in connecting with mental health support regardless if they become a YAP client or not. (BHRS is licensed under YAP's outpatient clinic in Harrisburg, PA; these licenses are provided).

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YAP has maintained an Outpatient Clinic, sharing a psychiatric license with FamilyLinks, since October 2015. This service provides outpatient therapy, including medication management, to children and adults, through the agency Psychiatrist. This YAP program currently serves approximately 15 clients.

YAP works very closely with many service coordination agencies in Allegheny County, including:

- *The Human Services Administration Organization (HSAO)*: YAP work with both Administrative Service Coordinators and Blended Service Coordinators to connect youth and families to BHRS Services. Additionally, YAP works with HSAO's "Life Project" to connect youth and families who do not yet have Medical Assistance to BHRS services.
- *Chartiers Valley MH/MR*: YAP works with Administrative Service Coordinators and Blended Service Coordinators to connect youth and families to BHRS services.
- *FamilyLinks*: YAP works with Administrative Service Coordinators, Blended Service Coordinators and Independent Support Coordinators to connect youth and families to BHRS and Family Based services.
- *Mercy Behavioral Health*: YAP works with Administrative Service Coordinators and Blended Service Coordinators to connect youth and families to BHRS services and partial programs.
- *Pressley Ridge*: YAP works with Administrative Service Coordinators and Blended Service Coordinators to connect youth and families to BHRS services.
- *Staunton Clinic*: YAP works with Administrative Service Coordinators, Blended Service Coordinators and Independent Support Coordinators to connect youth and families to BHRS services.

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.

YAP's BHRS service and Outpatient Mental Health (OPMH) service provides all youth over the age of 14 with a Mental Health and Substance Abuse Disorders (MISA) screen and Domestic Violence screen. YAP has experience working with various Support Coordinators and CYF Caseworkers to connect individuals in need to drug and alcohol service partners such as Gateway Rehabilitation Center, POWER (Pennsylvania Organization for Women in Early Recovery), and SHORES (Support Hours of Recovery Ensure Sobriety).

Organizationally, YAP has also greatly enhanced services in the substance abuse prevention and intervention field through a merger with Santa Fe Youth Services in Tarrant County, Texas. YAP programs utilize in-house expertise, including from the Regional Vice President of the Santa Fe Youth Services, to inform program design and strategies to best serve children and families in need of drug and alcohol supports.

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

YAP's BHRS program provides MT, BSC and TSS services to schools throughout Allegheny County. YAP has also maintained a Truancy Program for 10 years for all school districts in Allegheny County that supports children and youth in grades K-12 and their families. YAP's Truancy Program helps families establish an independent morning plan, builds relationships between caregivers and schools, provides academic support, and connects families with needed community resources. YAP has utilized the CANS

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assessment in our Truancy Program since 2009 and staff members are trained in administering CANS. Currently, the YAP Truancy Program serves 180 youth and families.

In addition, YAP is a SAP provider in Huntingdon, Juniata and Mifflin counties for New Day Charter School and the following districts: Southern Huntingdon County, Huntingdon Area (including providing elementary SAP), Mifflin County, Mount Union Area, Juniata Valley and Juniata County.

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.

Copies of licenses from the past three years are provided.

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 the SAP Core Team's recommendation for screening, the SAP Liaison will ensure that written parental permission for participation in the SAP process and the screening have been obtained. If appropriate consent has not been secured, the SAP Liaison will contact the parents to request the consent forms while ensuring they have a clear understanding of the SAP process, the screening process and purpose, parent's rights and confidentiality policies, and will address any questions and concerns they may have.

After receiving parental consent to screen, the SAP Liaison will then schedule a face-to-face meeting with the student at the office/space designated by the school in order to explain and administer the CANS-SAP screening. To ensure that the screening is completed within 30 days of the recommendation, the SAP Liaison will initiate the process of securing proper consent and arranging and conducting the screening within 24-48 hours of the SAP Core Team making the recommendation.

Obstacles to complete screenings in a timely manner may include parent and/or student resistance or refusal. In cases where parent/guardian refuses to allow their child to participate in SAP or the screening, the rights of the parents will be observed and a written record of the refusal will be made. The Liaison, in consultation with the rest of the SAP Core Team and in accordance with SAP and school policies, will keep lines of communication open with the parents, respond quickly to their inquiries and endeavor to address any specific concerns they may have regarding SAP. The Liaison will log all calls and actions including the date and times of contact with the parents and, if deemed appropriate, will work with the SAP Core Team and the school to explore alternative supports available to the student and parents and to address specific barriers. For example, if access to transportation is identified as a barrier, the SAP Liaison will then provide a list of local transportation resources and work with the family to identify appropriate transportation options.

In consultation with the SAP Core Team, the SAP Liaison will conduct preparatory work focused on increasing their understanding of SAP with a student who may be resistant to the process. YAP staff members are trained to constructively engage with at-risk young people using mentoring and a Positive

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Youth Development approach to build a trusting relationship that positively impacts attitudes, behaviors and outcomes.

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

YAP recognizes that parental engagement and family involvement are fundamental in supporting youth success and in effectively addressing barriers to academic achievement. Through training and weekly supervision, YAP service staff members are supported to productively and respectfully communicate with families and to employ a culturally sensitive and strength-based approach in work with parents that addresses their needs and acknowledges their preferences while building a shared understanding of specific goals and activities in support of their child's progress.

The SAP Liaison will communicate with parents from the initial contact and throughout participation in SAP through: Clearly explaining the purpose and goals of the SAP and SAP policies including related to parental consents and rights along with specific components of the SAP process where parent involvement is warranted and beneficial; providing detailed information on roles and responsibilities of the SAP Core Team, the parents, the youth and the school; comprehensively and quickly responding to inquiries and addressing questions and concerns; and providing detailed information on accessing appropriate school and community services to address the needs of the student and family and following-up with them to ensure needed services and supports are being accessed satisfactorily.

Specific methods and timeframes for communication and engagement with parents will be in accordance with SAP and school policies and guided by student and family needs and the Student Plan. At a minimum, it is anticipated that this will include:

- Initial meeting with the parents and the rest of the SAP Core Team to discuss the student's performance and development of the Student Plan with parental input;
- providing the parents with the telephone number of the SAP Liaison at the initial contact and encouraging them to contact the Liaison as needed;
- sending a letter to the parents with comprehensive and detailed written information on school and community resources incorporating student and parent's needs and preferences with a priority on addressing student's behavioral barriers identified using the CANS-SAPS screening;
- conducting an in-depth follow-up call to the parents to ensure the school and community resources are being accessed and provided in a satisfactory manner and to address any obstacles to accessing these resources;
- and contacting parents to obtain consents as required.

As needed and requested, engaging with families may also include multiple follow-up face-to-face meetings and/or calls with parents or family members to ensure referral services are being accessed and to address barriers to access; participating in parent consultation and IEP meetings; and providing SAP education activities at school sponsored events that includes parent participation.

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?

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The SAP Liaison will work with the rest of the SAP Core Team to gather information about the student's academic performance from school personnel who have contact with the student, and gather input from the parent(s) and student. The data collected from the school, family and student as well as information gathered from the CANS-SAP screening will be incorporated into the Student Plan and used to ensure the student and family are connected to appropriate in-school and community-based services and supports. The Student Plan will outline strategies, school and community resources and services to support the student's personal and academic success, address identified learning barriers, and will incorporate family preferences and stated needs and goals.

The SAP Liaison will then directly support the student and family with connecting to appropriate and accessible school and community resources and human service providers in Allegheny County. Through 22 years of service experience, YAP has developed strong relationships with a multitude of human service providers in the county, including:

412 Youth Zone	North Shore Community Alliance
Adult Autism Wavier	PA Office of Vocational Rehabilitation
Allegheny Intermediate Unit	Pittsburgh Action Against Rape
Center for Traumatic Stress in Children and Adolescents	Planned Parenthood of Western PA
Chartiers MH/MR Center	Play It Forward
Citi Parks – local recreation centers	Pressley Ridge
Communities in Schools	re:solve Crisis Network
Community Human Service	Salvation Army
Construction Junction	Sarah Heinz House Association
DHS Education Liaisons	A Second Chance, Inc.
FamilyLinks	SHORES
Father Ryan Arts Center	Staunton Clinic
Focus on Attendance	St. Vincent DePaul Society
Gateway Rehabilitation Center	Three Rivers Youth
Gay and Lesbian Community Center	Urban Impact
Genesis of Pittsburgh	Urban League of Pittsburgh
Good Grief Center	Western Psychiatric Institute and Clinic
Greater Pittsburgh Community Food Bank	YMCA of Greater Pittsburgh
Hill House	
Hill House Passport Academy	
Homeless Children's Education Fund	
HSAO	
Job Corps	
Kids Voice	
LIHEAP	
Local Family Support Centers	
Local Carnegie Libraries	
Local Churches	
Manchester Craftsman's Guild	
Meals on Wheels	
Mercy Behavioral Health	
Neighborhood Works	

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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).

Family partnership and empowerment is a core service principle of YAP and YAP frontline staff members work with students and their families to ensure that they are provided with access, voice and ownership of service plans inclusive of referrals. YAP uses a holistic approach in making referrals that incorporates student and family needs and goals across key life domain areas including education, social development, employment and training, finances, housing, legal, spirituality, recreation and culture, mental health, medical and safety. In conjunction with this approach, YAP pro-actively forms and maintains community partnerships such as with those entities listed above.

The SAP Liaison will incorporate YAP's family *voice and choice* philosophy and utilize available in-school services and YAP's extensive Allegheny County partnership network for participating students and families. Informed by data collected from the school, student and family, and the CANS-SAP screening, the SAP Liaison will recommend an array of specific treatments, services, and providers with a priority on assisting students to address drug and alcohol and/or mental health barriers that have been identified. The SAP Liaison will provide families with all known providers for a recommended service so that they can choose their preferred providers. Detailed referral information and recommendations will be provided to the family in writing (via a letter), and through follow-up calls/meeting with parent(s) and the student.

Recruitment of SAP Liaisons from the same communities as youth and families served will further support knowledge of local resources and understanding of supportive services that may be needed to access services (e.g. providing assistance with transportation logistics and resources).

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?

Supporting families will include a minimum of one in-depth follow-up call with parents/caregivers and one check-in with the student to monitor the referral and support them while they receive treatment or other services. If during the initial follow-up call/meeting, it is determined that additional support is needed, the SAP Liaison will schedule additional follow-up phone calls/meetings at that time. The family will also be provided with the SAP Liaison's telephone number to contact as needed. The SAP Liaison will be available to respond to urgent and ongoing needs of the student and family.

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 schoolwork 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.

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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.

Since the school received permission from Trevor's mother and obtained a signed release, the SAP Liaison would then start the process of conducting the assessment. The SAP Core Team could contact or distribute checklists to the direct instruction staff to gather more information on the student. The information gathered can then be reviewed by the Liaison and Core Team and the Liaison will make notes and gather as much background information about the student as possible. Information from the SAP Core Team is a way for the Liaison to know the student's situation going into the assessment and provides the Liaison with guidance to engage with the student and family. In the initial meeting with Trevor, the SAP Liaison would explain the SAP process and the assessment and would establish a positive and supportive relationship in communicating with Trevor.

After information is gathered from Trevor, the Liaison would then call Trevor's mother and ask about any concerns she may have regarding Trevor including at home. Once contact is made, the SAP Liaison would give Trevor's mother a brief summary of positive things Trevor stated during the assessment and express concerns with his struggles. The SAP Liaison would express empathy with the mother about the loss of her husband/Trevor's father and how that would impact their life in many ways. The SAP Liaison would then ask if the mother has any additional information to share to support her son in this team effort. The Liaison could potentially make a referral for Grief & Loss counseling, connecting them to the Good Grief Center or Center for Traumatic Stress for example, if Trevor and his mother express concern about the loss and having a difficult time dealing with the loss. The SAP Liaison may also refer Trevor to Drug & Alcohol counseling such as through Gateway Rehabilitation Center.

It would also be recommended that Trevor reconnect with Mr. Jones and his afterschool program to support him academically as well as serve as a male role model who Trevor is familiar with and who is an established positive connection. The Liaison may need to contact Mr. Jones to share information on SAP and provide a general instructional session if needed. Since the military is an interest to Trevor and if his mom has positive things to report about Trevor's interest in the military, it may be recommended that Trevor connect with the ROTC program and/or begin to research this interest. Connecting Trevor to these positive people and activities will draw him away from the negative peer group. If Trevor shares the concern of his mother's job loss, this may be addressed through referrals to appropriate community resources and the Liaison could also discuss with the SAP Core Team as they may have additional resources.

The Liaison would mail Trevor's mother a letter summarizing the phone call or in person contact as well as providing a comprehensive list of services and agencies within the community that would be helpful. The Liaison's contact would be included in the letter so that Trevor's mother could contact the Liaison if she had any questions regarding accessing services or concerns about Trevor's well-being moving forward. In addition to the referrals to address grief, loss and substance use, the Liaison would provide information to support Trevor's mother and the family's specific needs such as providing a referral to the Greater Pittsburgh Food Bank, the Low Income Home Energy Assistance Program (LIHEAP) to help with utility payments, and enrolling the family in a local Family Support Center if possible. The Liaison would also provide updates to the SAP Core Team at their meetings or by phone call if needed sooner regarding the assessment and contact with Trevor and his mother.

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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 supervisor of the SAP Liaison would request a face-to-face meeting with Mr. Johnson to review his understanding of the SAP process and his expectations. It would also be helpful to review SAP procedures and how the Liaison's job is to be performed. It would be our hope that by having an open discussion about the SAP services, liaison roles, and expectations of the school the issues could be resolved and the team could move forward. The supervisor would work with Mr. Johnson to address the situation and make constructive suggestions. These could include: restructure the way the SAP Core Team and meetings operate to allow time, suggest a refresher training for SAP Core Team to review expectations and roles, provide more intensive oversight of the Liaison, reduce the Liaison's outpatient case load, hire additional staff to support the program, and/or replace staff.

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.

YAP envisions the SAP Program's role within a school district is to educate and promote the SAP program and maintain a collaborative and productive relationship with school staff, students and parents and mental health and drug and alcohol providers via the specific roles and responsibilities of the SAP Liaison. These responsibilities will be in accordance with the letter of agreement and adapted to the needs of the district and participating students and families. They will include: serving as a consultant in the areas of drug and alcohol and mental health; attending and contributing to SAP Core Team meetings and helping guide the development of the Student Plan that includes school and community based services and supports tailored to the student's behavioral needs; conducting CANS-SAP screenings; providing Postvention services; facilitating SAP Groups and SAP Education; participating in parent and/or teach meetings; providing consultations to school staff regarding SAP; providing referrals and follow-up support to students and families; and assisting with the transition of students returning to school from treatment services.

The SAP Groups will provide substance use/mental health information and the specific focus of group sessions will be aligned to address identified needs of the district, school and participating students. For example, groups can be designed and facilitated to address grief and loss and provide resources for additional support on these issues such as the Good Grief Center or Center for Traumatic Stress. Another example is SAP Group session(s) focused on providing information and interactive exercises on expressing emotions and positive communication skills adapted to the age ranges and capacities of participating students.

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

To maintain a strong relationship with the school served and be responsive to its needs, the SAP Liaison will fulfill their roles and responsibilities (listed above) in a professional manner and have knowledge of the school's specific policies and

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procedures as relevant to SAP (e.g. confidentiality, parent's and student's rights, record-keeping requirements, building rules and dress codes) as well as the school's available resources that can be mobilized for the program. The SAP Liaison will work to build a productive and cooperative relationship with the SAP Core Team and other school personnel and maintain open lines of communication and respond to the school's specific needs. For example, if it is determined that an increased awareness of the SAP program is needed at the school, the SAP Liaison can share information about SAP at a school assembly and provide training and technical assistance on SAP policies, best practices and benefits to school staff and SAP Core Team members. In addition, YAP staff providing SAP services in Huntingdon, Juniata and Mifflin counties can provide support and YAP's regional leadership will provide executive oversight in further support of this process.

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

SAP Liaisons will be available to provide Postvention services during the school year and summer months. The SAP Liaison will respond within 24-hours of request for Postvention services to help ensure a quick, coordinated and appropriate response. The Liaison will be knowledgeable about any existing crisis intervention/Postvention plans in place by the school or district and will connect students to school-based or community crisis counseling. YAP's partnership with re:solve Crisis Network can be utilized for this purpose. In consultation with the school and district, the SAP Liaison may also facilitate student support groups as part of Postvention services. In Huntingdon County, for example, the SAP Liaison created a support group for peers of a teen who took his life. During the summer months, school district contacts will be provided with the telephone numbers of the Allegheny County YAP Program Director and/or Assistant Director who will be responsible for notifying and supporting the SAP Liaison in providing Postvention services.

YAP has the organizational capacity to respond to crisis and trauma related needs. YAP staff members receive crisis management training and training on "Child and Adolescent Trauma," which is based on the Adverse Childhood Experiences (ACE) survey and includes 9 strategies rooted in the Sanctuary Model to help children and families who have experienced trauma. YAP staff members are also trained to work with young people, families and service providers to create and implement Crisis Intervention and Safety Plans.

Staffing (10 points)

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

YAP's Pennsylvania and Allegheny County leadership is adept at working with local communities to hire and train qualified staff quickly and begin direct services within short timeframes. YAP recruits staff members from the same communities as the young people and families we serve, which promotes cultural competence and knowledge of local services and systems. YAP intends to have qualified SAP Liaisons recruited and certified by June 30, 2017.

YAP recruits staff and advertises for open staff positions using multiple avenues. YAP places ads in newspapers, on news media web sites, on the organization's website – www.yapinc.org, and posts job availability notices at career centers, job banks and online job databases. YAP also recruits from local colleges and universities and hires former interns as appropriate. YAP will ensure SAP Liaisons meet the minimum requirements outlined in the RFQ through listing the requirements in job postings and ensuring they participate in required trainings. The Allegheny County YAP leadership will provide oversight of these processes.

All YAP staff are required to complete an extensive background screening on the state and federal level, including criminal background, Sex Offender Registry and Child Abuse/Neglect checks, and must be cleared before contact with clients can be initiated. We check the above both prior to and periodically throughout employment. We also check references, driving license records, automobile insurance coverage, and credentials.

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YAP values staff development and training to ensure staff members have the skills and competencies necessary to be effective. In addition to specific trainings required by their program, all YAP staff attend a standard orientation and intensive nine course, eighteen-hour Basic Advocacy Training (BAT). The BAT training is accredited by Rutgers University, offering 18 professional CEUs, and provides practical skill building strategies for YAP staff. BAT emphasis areas include: engaging youth and families; safety planning; setting and maintaining professional boundaries; understanding human development; cultural competence; developing community connections; and setting goals and achieving progress.

Pennsylvania YAP employees are also required to participate in crisis management training through The Mandt System. Certified trainers conduct this curriculum designed to help staff decrease the risk of confrontations and crises with youth and families through learning a series of skills framed around the importance of building and maintaining trust relationships. The Relational Chapters are required of staff within one year of hire, and focus on the foundations of healthy relationships, communication and conflict resolution skills. Staff members are further required to be certified in CPR/First Aid within six months of their hire date. To support individuals on the autism spectrum, staff members also receive a two-day autism training that was developed in collaboration with Temple University. Program staff members are required to participate in 20-hours of ongoing training per year. Ongoing training is offered monthly and is provided either in-house by YAP specialists or within the community.

Finally, staff members receive guidance and support through weekly supervision during which service staff reviews progress and sets goals with the Program Director or Assistant Director. Additional support may be given throughout the week. The Allegheny County YAP Program Director, who will provide local oversight, has 13 years of experience, including seven years as the Program Director, of serving YAP youth and families and connecting them to appropriate community resources. An Assistant Director will provide direct program oversight and supervision. An Administrative Manager will provide administrative support. YAP's Regional Vice Presidents who will provide executive oversight have a combined decades of service at YAP and work in the human services field as well as executive management experience.

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

YAP expects SAP staff members to have the experience, skills and dedication to successfully implement SAP services and to maintain fidelity to the SAP process. SAP Liaisons will have a minimum of one year of experience as a SAP Liaison or in the behavioral health field and a bachelor's degree in a field related to mental health, drug and alcohol addiction, or education.

YAP expects SAP Liaisons to:

- Meet all SAP training requirements and participate in recommended professional development activities and SAP related forums and meetings;
- Understand the SAP process and the specific roles and responsibilities of the SAP Liaison in relation to work with the SAP Core Team, school personnel, students and families, and in-school and community agency providers;
- Understand, follow and promote Commonwealth's SAP best practices and SAP and the school's policies and procedures and relevant Federal and State laws and regulations;
- Maintain a productive and respectful relationship with participating students and families that acknowledges student and family needs, strengths, goals and preferences;
- Maintain a professional and productive relationship with the SAP Core Team and school and district staff through attending and actively contributing to SAP Core Team meetings, maintaining communication with SAP Core Team members and school personnel and responding to the specific needs of the SAP Core Team, school and district; and
- Participate in program evaluation and improvement activities and meet all data tracking and reporting obligations.

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Finally, and in support of the above, YAP expects SAP Liaisons to understand and embody YAP's service delivery principles, which are emphasized in our training and supervision policies. YAP's service delivery principles include unconditional care, individualized service planning, a strength-based approach, family engagement, cultural and linguistic competence, giving back, corporate and clinical integrity, and teamwork.

Data Collection and Delivery (10 points)

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

YAP has a well-developed infrastructure and robust and flexible data tracking and information management systems and procedures that allow the agency to manage growth and expansion and support strong program outcomes. YAP has an internal agency procedure in place to collect data from its individual programs, enter the data into the agency's computer application, and produce reports that reflect various program results. YAP's data collection and tracking processes can be adapted to meet the specific requirements of referring agencies or others. Allegheny YAP staff members are adept at meeting the data tracking and reporting requirements of referring and funding agencies including experience with using KIDS.

YAP will meet all required data collection and reporting requirements for the proposed program. The Program Director and/or Assistant Director for Allegheny County will be responsible for ensuring data collection and reports are complete and accurate and reports are submitted in a timely manner.

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

The Program Director and Assistant Director will be primarily responsible for overseeing program quality. The Program Director or Assistant Director will conduct weekly supervision meetings with SAP Liaisons during which progress will be reviewed, assistance with local resources will be provided, and adherence to the SAP model and specific elements in the letter of agreement will be reinforced. The Program Director or Assistant Director will also ensure that SAP Liaisons participate in required YAP trainings and required and recommended SAP trainings and will oversee proper data tracking, quality assurance and reporting procedures. YAP also works with a licensed psychologist who can provide clinical consultations as needed and the current SAP program staff in Huntingdon, Juniata and Mifflin counties can also serve as a resource.

Specific data elements that will be analyzed to determine quality will include: Number of referrals accepted, number of referrals/plans agreed to by the student and family, school SAP meetings attended by the liaisons, and any additional required and recommended data from the SAP team and school and district personnel.

YAP will also conduct program completion surveys for students and families and annual school student and staff surveys to obtain program feedback as part of our quality assessment process. The SAP Liaison, with support from the Program Director and/or Assistant Director, will analyze and work with the SAP Core Team and school and district personnel to make improvements to the SAP process based on input received.

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.

YAP's audited financial reports for the past three years are provided.

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20. Provide a budget (using the budget template available at www.alleghenycounty.us/dhs/solicitations) that reflects a realistic estimate of the direct and indirect costs associated with implementing SAP.
 A budget is provided.
21. Provide a budget narrative below that clearly justifies costs outlined in the budget.

Allegheny County Youth Advocate Programs, Inc.
SAP Services
12 month budget

Youth Advocate Programs, Inc. presents the following line item budget with narrative to support the proposal to provide SAP services for 22 clients and families at any given time throughout several School Districts located in Allegheny County

Budget Line Item	Amount
I. Salaries	
Leadership salary pro rata share @ \$90.00 per week. <i>Two (2) Vice-Presidents provide executive oversight for all PA programs and direct supervision and support to each Program Director in PA. A 3% pro rata share of their salaries have been allocated to this program.</i>	\$ 4,680
Regional Director pro rata share @ \$62.50 per week. <i>One (1) Regional Director provides executive oversight for all PA programs and direct supervision and support to each Program Director in PA. A 2.5% pro rata share of their salaries have been allocated to this program.</i>	3,250
Program Director pro rata share @ 212.50 per week. <i>The Program Director provides direct supervision to the Assistant Director and Administrative Manager. He will supervise the development and implementation of Individual Service Plans (ISP) for each referred family. A 17% pro rata share of his salary has been allocated to this program.</i>	11,050
Assistant Director pro rata share @ 287.35 per week. <i>The Assistant Director provides support to all program staff. S/he submits payroll and billing data to the Program Manager on a weekly basis and will assist with client tracking and reporting as required by the RFP. This is a full-time position with 35% of time devoted to this program.</i>	14,942
Administrative manager pro rata share @ 180.00 per week. <i>The Administrative Manager is responsible for processing and filing paperwork, supporting the Director and Assistant Director with clerical tasks, and other various tasks in the office. This is a full-time position with 30% of time devoted to this program.</i>	9,360
Program manager pro rata share @ 18.00 per week. <i>The Program Manager is located at The Support Center in Harrisburg, Pa. S/he is responsible for processing the payroll and billing date submitted weekly by the Administrative Manager. A 3% pro rata share of the salary has been allocated to this program.</i>	936
Billing manager pro rata share @ 20.00 per week. <i>The Billing Manager is located at The Support Center in Harrisburg, Pa. He is responsible for preparing invoices and fiscal reporting as required by the RFP. A 2% pro rata share of the salary has been allocated to this program.</i>	1,040
Total Salaries	45,258
II. Wages	
SAP Liaison Individual Wage @ \$14.50 per hour x average 4.00 hours per client per week. <i>The SAP Liaison will provide direct service to the client and family. This is a full-time, hourly position with an estimated 4 staff needed to serve 22 clients and families at any given time.</i>	66,352
SAP Liaison Compensable Wage @ \$14.50 per hour x average 1.00 hours per client per week. <i>The SAP Liaison will be paid an hourly rate to complete required paperwork and attend meetings.</i>	16,588
SAP Liaison Training Wage @ \$14.50 per hour x estimated 225.00 hours per year.	3,263

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The SAP Liaison will be paid an hourly rate to attend training and all Youth Advocate Programs, Inc. required trainings. An estimated 5 staff will receive 45 hours of training each year. This estimate includes additional staff in the event of turnover.

Total Wages	86,203
Total Salaries and Wages	131,461
III. Fringe Benefits	
Employer share of FICA @ 7.65% of all salaries and wages.	10,057
Employer share of unemployment tax @ 2.00% of all salaries and wages.	2,629
Employer share of workers' compensation @ 2.35% of all salaries and wages.	3,089
Employer share of health insurance @ 18.00% of all salaries and of the wages of hourly employees expected to work at least 30 hours per week.	23,663
Total Fringe Benefits	39,438
Total Personnel	170,899
IV. Travel Reimbursement	
Leadership travel @ \$.345 per mile x average 25 miles per week. <i>An estimated 25 miles per week combined for three Vice-Presidents to use their personal vehicle to travel for face-to-face supervision with the Program Director and to attend required meetings and trainings.</i>	449
Regional Director travel @ \$.345 per mile x average 25 miles per week. <i>An estimated 25 miles per week for the Regional Director to use their personal vehicle to travel for face-to-face supervision with the Program Director and to attend required meetings and trainings.</i>	449
Program Director travel @ \$.345 per mile x average 100 miles per week. <i>The Program Director will use his personal vehicle to travel an estimated 100 miles per week for meetings funder and with clients and families as needed.</i>	1,794
Assistant Director travel @ \$.345 per mile x average 100 miles per week. <i>The Assistant Program Director will use a personal vehicle to meet with client and families to conduct periodic evaluations.</i>	1,794
SAP Liaison Travel travel @ \$6.00 per contact x average 2 contacts per client served per week. <i>The SAP Liaisons will use their personal vehicles to meet with client and families to conduct direct services to clients and families.</i>	13,728
Total Travel Reimbursement	18,214
V. Fixed Expenses	
Rent and utilities pro rata share @ 1,150.00 per month.	13,800
Telephone and internet pro rata share @ 120.00 per month.	1,440
Postage and overnight mail pro rata share @ 35.00 per month.	420
Office supplies and advertising pro rata share @ 75.00 per month.	900
Meeting and training pro rata share @ 45.00 per month.	540
Equipment rentals and maintenance pro rata share @ 75.00 per month.	900
Professional fees pro rata share @ 25.00 per month.	300
Cell Phones (4 Staff x \$100 per month) @ \$400.00 per month.	4,800
Client accident insurance @ \$6.50 per client per month. <i>Insurance for accidents that may occur while clients are receiving services.</i>	1,716
Monitoring of Coach hours @ \$6.50 per client per month. <i>Youth Advocate Programs, Inc. employs staff to call families on a monthly basis to insure services have been delivered as reported by staff timesheets.</i>	1,716
Total Fixed Expenses	26,532
Total Direct Expenses	215,645

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Youth Advocate Programs, Inc. operates a Business Center located in Harrisburg, Pa that supports over 160 programs in 19 states. Services include executive oversight, fiscal services, human resources, information technology, quality improvement, legal services and a pro rata share of the Agency's financial single audit @15.00% of all direct expenses. 32,347

Total Indirect Expenses 32,347

Total Cost of Program \$ 247,992

Proposed Direct Administrative Expenses

OBJECTS OF EXPENSE	Year 1	Year 2	Year 3
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)			
Program Director	11,050.00	11,050.00	11,050.00
Assistant Program Director	14,942.00	14,942.00	14,942.00
Liaison Wage	66,352.00	66,352.00	66,352.00
Liaison Compensable Time	16,588.00	16,588.00	16,588.00
Liaison Training Wage	3,263.00	3,263.00	3,263.00
Employee Benefits	33,658.50	33,658.50	33,658.50
Staff Training			
Total Personnel Expenses	112,195.00	112,195.00	112,195.00
Office and Operational Expenses			
Office Space - (Mortgage/Rent)	13,800.00	13,800.00	13,800.00
Maintenance			
Building Utilities			
Communication	1,440.00	1,440.00	1,440.00
Office Supplies	900.00	900.00	900.00
Transportation/Travel	18,214.00	18,214.00	18,214.00
Vehicle Maintenance and Repair			
Postage and Shipping	420.00	420.00	420.00
Printing and Publications			
Insurance	1,716.00	1,716.00	1,716.00
Equipment and Furniture	900.00	900.00	900.00
Association Dues/ Licensing Fees	300.00	300.00	300.00
Model Fidelity/Consultation			
Recruitment/Advertising			
Other: Cell Phones, meeting/training supplies, Monitoring of Hours	6,156.00	6,156.00	6,156.00
Total Office and Operational Expenses	43,846.00	43,846.00	43,846.00
Offsetting Revenue			
Total Offsetting Revenue	-	-	-
Net Total:	156,041.00	156,041.00	156,041.00
Total Indirect Administrative Expenses	45,044.80	45,044.80	45,044.80
Grand Total:	\$ 201,085.80	\$ 201,085.80	\$ 201,085.80

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

Position/Title	Full Time Equivalent	Salary	Benefits/Fringe	Total Salary/Benefits
Program Director	0.17	65,000	19,500	14,365
Assistant Program Director	0.35	42,692	12,808	19,425
Liaison Wage	1.00	66,352	19,906	86,258
Liaison Compensable Time	1.00	16,588	4,976	21,564
Liaison Training Wage	1.00	3,263	979	4,242
				-
Total Year One	3.52	193,895.00	58,168.50	145,854
Year Two				
Program Director	0.17	65,000	19,500	14,365
Assistant Program Director	0.35	42,692	12,808	19,425
Liaison Wage	1.00	66,352	19,906	86,258
Liaison Compensable Time	1.00	16,588	4,976	21,564
Liaison Training Wage	1.00	3,263	979	4,242
Total Year Two	3.52	193,895.00	58,168.50	145,854
Year Three				
Program Director	0.17	65,000	19,500	14,365
Assistant Program Director	0.35	42,692	12,808	19,425
Liaison Wage	1.00	66,352	19,906	86,258
Liaison Compensable Time	1.00	16,588	4,976	21,564
Liaison Training Wage	1.00	3,263	979	4,242
Total Year Three	3.52	193,895.00	58,168.50	145,854

*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
Multiple Positions	YAP Leadership (Multiple positions)	0.0197	237,536	71,261	6,084
Cheryl Reeling	Regional Director	0.036109	90,000	27,000	4,225
TBD	Administrative Manager	0.3	31,200	9,360	12,168
TBD	Program Manager	0.03	31,200	9,360	1,217
TBD	Billing manager	0.02	52,000	15,600	1,352
					-
					-
					-
Total Year One					25,045
Multiple Positions	YAP Leadership (Multiple positions)	0.0197	237,536	71,261	6,084
Cheryl Reeling	Regional Director	0.036109	90,000	27,000	4,225
TBD	Administrative Manager	0.3	31,200	9,360	12,168
TBD	Program Manager	0.03	31,200	9,360	1,217
TBD	Billing manager	0.02	52,000	15,600	1,352
					-
					-
					-
Total Year Two					25,045
Multiple Positions	YAP Leadership (Multiple positions)	0.0197	237,536	71,261	6,084
Cheryl Reeling	Regional Director	0.036109	90,000	27,000	4,225
TBD	Administrative Manager	0.3	31,200	9,360	12,168
TBD	Program Manager	0.03	31,200	9,360	1,217
TBD	Billing manager	0.02	52,000	15,600	1,352
					-
					-
					-
Total Year Three					25,045

**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
Personnel (Use detailed Indirect Admin Staff Roster as an input for this section)			
Administrative Staff	9,906.00	9,906.00	9,906.00
Support Staff			
Employee Benefits	2,971.80	2,971.80	2,971.80
Staff Training			
Total Personnel Expenses	12,877.80	12,877.80	12,877.80
Operational Expenses			
Office Space - (Mortgage/Rent)			
Maintenance			
Building Utilities			
Communication			
Office Supplies			
Transportation/Travel			
Vehicle Maintenance and Repair			
Postage and Shipping			
Printing and Publications			
Insurance			
Equipment and Furniture			
Association Dues/ Licensing Fees			
Recruitment/Advertising			
Auditing Expense			
Other: Company Overhead @15 of direct costs	32,167.00	32,167.00	32,167.00
Depreciation			
Misc.			
Total Indirect Administrative Expense:	32,167.00	32,167.00	32,167.00
Offsetting Revenues:			
Total Revenue :	0	0	0
Net Total	\$ 45,044.80	\$ 45,044.80	\$ 45,044.80