

**PROPOSER INFORMATION**

Proposer Name: Pressley Ridge

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

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

Telephone: 412-872-9400

Email: [REDACTED]

Website: https://www.pressleyridge.org

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

Date Incorporated: January 4, 1832

Partners and/or Subcontractors included in this Proposal: None.

How did you hear about this RFP? *Please be specific.* DHS Solicitation notification

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing?  Yes  No

**REQUIRED CONTACTS**

	Name	Phone	Email
Chief Executive Officer	Susanne L. Cole	[REDACTED]	[REDACTED]
Contract Processing Contact	Joanna Weidner	[REDACTED]	[REDACTED]
Chief Information Officer	Jan Kubiska	[REDACTED]	[REDACTED]
Chief Financial Officer	Douglas A. Mullins	[REDACTED]	[REDACTED]
MPER Contact*	Mary Kuhar	[REDACTED]	[REDACTED]

\* MPER is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

**BOARD INFORMATION**

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

Board Chairperson Name & Title: Jeremy Gill

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

**REFERENCES**

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

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

Joyce James LMSW-AP  
Racial Equity Consultant  
Joyce James Consulting

[Redacted contact information for Joyce James]

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

[Redacted contact information for Sandra D. Arthur]

Brandon Savochka, M.A.  
Human Services Director-MH/ID Administrator

[Redacted contact information for Brandon Savochka]

**PROPOSAL INFORMATION**

Date Submitted 2/9/2021

Amount Requested: \$783,355 three-year total

**CERTIFICATION**

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

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania’s Right-to-Know Law.

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

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

## **ATTACHMENTS**

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

- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Line-item budget, if desired

## REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 130 points. Your response to this section should not exceed 15 pages.

### Organizational Qualifications (40 points possible)

1. Complete the following chart of services your organization currently provides in contract with DHS and/or other PA contracting entity. You may add additional lines to the chart, as needed. Using the text box below the chart, describe your organizational structure and how you envision FCSC will fit into it. Provide your total operating budget. For Proposers who are current providers of MH service coordination, include how you will balance and separate the development and management of FCSC alongside your current MH service coordination framework.

Service Name	Service Description	Contracting Entity	Contract Amount	Start Date of Contract
Admin Service Coordination	County Funded Service Coordination	Allegheny County	\$35,296.00	2011
Family Based	Family Based Mental Health	Allegheny County/MCO	\$40,000/36.54 -15 min	1988
HOMEBUILDERS®	CYF contracted Intensive Family Preservation	Allegheny County	474,000.00	2015
MTAY	Mobile Transition Age Team	Allegheny County/MCO	\$10,000/\$47 -15 min	2015
PACT	In home truancy prevention	Allegheny County	1,040,000.00	2018
Service Coordination	Mental Health Funded Service Coordination for children	Allegheny County/MCO	10,000/ 25.50 -15 min	1993
Lifeset	Clinical case management for young adults	Allegheny County	\$522,970.00	2018
Family Counseling Center	Youth, Adult and Family Counseling	MA and MCO	varying rates	2014
Foster Care	Treatment Foster Care, Teen Foster Care, Emergency Shelter	Allegheny County	\$2,496,942.00	1981
SAMHSA Grants Beaver	Data collection/evaluation, Mobile Crisis/Outreach	Beaver County	\$102,125.00	2006
Family Preservation	Crisis, Parenting eval, Foster Family Support, Family Behavior Therapy	Beaver County	\$1,454,399.00	2010
Family Based	Family Based Mental Health	Beaver County MH/MR/MCO	\$31,400/\$53.27-15 min	2001
Family Behavior Therapy	Family behavior therapy	Fayette County CYS	\$221,000.00	2020
Family Preservation	Crisis Stabilization and Family Preservation	Fayette County CYS	\$80/per hour	1995
Family Based	Family Based Mental Health	Washington Co MH/MR/MCO	\$8,253/\$28.55-15 min	2000
Family Preservation	Crisis Stabilization and Family Preservation	Washington County	\$600,000.00	2016
Family Behavior Therapy	Family behavior therapy-in home D/A	Washington County CYS	\$221,000.00	2020
HOMEBUILDERS®	CYF contracted Intensive Family Preservation	Washington County CYS	\$450,000.00	2020
Family Preservation Crisis	Crisis Stabilization and Family Preservation	Westmoreland Co MH/MR/MCO	\$109.46/hour	2018
Family Based	Family Based Mental Health	Westmoreland Co MH/MR/MCO	\$76,000/\$28.55-15 min	1990s

Pressley Ridge currently cares for almost 5,400 children annually through Residential options, Foster Care connections, Community Based support, and Educational opportunities. Pressley Ridge operates 60 programs in six states Delaware, Pennsylvania, Maryland, Ohio, Virginia, and West Virginia, with most services in Western Pennsylvania. Pressley Ridge has a total operating budget of \$86,000,000; Western Pennsylvania programs account for a little under 50% of the total operating budget. Led by the Executive Director of Western PA, who reports directly to the CEO and President, Pressley Ridge in Western PA offers a continuum of care for children and families, including education, community-based behavioral health, foster care, and residential services. Each individual regional service line, education, community-based, and child welfare service is provided guidance and oversight by a Senior Director, to which the individual program leadership report. This structure creates easy access to organizational supports and administrative resources based in Pittsburgh, while allowing leadership to remain focused on the needs of local communities and their members.

The Family Centered Service Coordination Program will be led by the Program Director of Pressley Ridge's licensed Service Coordination Program, who has direct care and leadership experience in both behavioral health and child welfare services. FCSC will have distinct guidelines to meet the requirements set forth by DHS but will utilize established processes to work towards a sustainable model. FCSC will be operated as a separate but parallel entity, sharing administrative and program resources but functioning as a separate

program to track financial and outcomes data separate from the larger Service Coordination program. Pressley Ridge program leadership and support departments are experienced at leading separate but related programs under one umbrella. Our electronic client record, human resource management, data collection, and financial systems are set up so that data can be analyzed from the organizational level but broken down the service line, program, and client level. Clinical Supervisors are skilled at running data reports at the client and service level to track adherence to regulations and program benchmarks including family engagement and client satisfaction; using this data to guide supervision and best practice. FCSC will operate out of Pressley Ridge's community-based hub, which allows for formal and informal program collaboration between community-based services including Family Based Mental Health Services, Service Coordination and Administrative Service Coordination, Outpatient, School-Based, and Foster Care services.

2. Describe your established partnerships and collaborations that you believe will strengthen your ability to provide FCSC. Include examples of challenges you have overcome and lessons you have learned through existing partnerships.

As an organization, Pressley Ridge has established partnerships on a broad continuum ranging from partnerships with funders, accreditation and licensing bodies, and child serving systems, to provider partners, families, and community-based organizations where Pressley Ridge serves. Pressley Ridge has a solid record of partnering to ensure both start-up programs and well-established programs remain in good standing and provide excellent teamwork and customer service to our stakeholders to the benefit of children and families.

An example of Pressley Ridge's efforts to partner at the community level is the organization's participation in supporting the North Side community. As a long-time provider in the North Side of Pittsburgh, Pressley Ridge was known for years for our school on our main campus. Beyond this presence, many North Side residents knew little about how Pressley Ridge might serve their families. Pressley Ridge has been a participant in the One Northside initiative since its inception in 2014 – an initiative devoted to improving the overall health of the North Side community. Through this initiative, Pressley Ridge has committed partnerships with a variety of community-based organizations and foundations, including The Buhl Foundation, Foundation of Hope, Project Destiny, and Thrive 18. Pressley Ridge participates fully in the process of improving the North Side community, partnering with community-based organizations while offering quality behavioral health services to all North Side residents, regardless of the ability to pay.

To address the social determinants of health, Pressley Ridge sought out Gateway Health Plan (GHP) and entered into a partnership to address gaps in an individual's physical health care. By reviewing data and holding monthly collaboration calls with GHP, Pressley Ridge creates individualized supports for children and adults to address their need for physical health care. This partnership has benefitted all clients and their families in Allegheny County by forming processes aimed at providing education and support regarding the importance of physical health care in all Pressley Ridge Allegheny County programs.

Other partnerships have provided Pressley Ridge opportunities to develop clinical specialties or enhance clinical skills. Pressley Ridge has been an active participant in the Co-Occurring Disorder Project in partnership with Allegheny County, CCBH, AHCI, and Case Western University. This project has allowed us to enhance our assessment and treatment delivery in the organization's Outpatient, Family Based, and Mobile Transitioned-Age Youth (MTAY) programs, where clients often present with co-occurring disorders. Other clinical partnerships have been established between Pressley Ridge and UPMC to enhance staff skills in Motivational Interviewing and to implement Screening, Brief Intervention, and Referral to Treatment (SBIRT). A long-term clinical partnership between Pressley Ridge and Dr. Bruce Perry has resulted in Pressley Ridge's growing status as a flagship training site of the Neurosequential Model of Therapeutics (NMT)). This partnership has supported Pressley Ridge's position in being a trauma informed

organization and enhanced our ability to provide trauma assessments that guide treatment across programs. One notable partnership is Pressley Ridge's commitment to the Community of Practice (CoP). Pressley Ridge has participated at every level in the CoP, devoting leadership and staff to contribute to the mission.

All partnerships create challenges that result in lessons learned. Decades of system of care work has taught Pressley Ridge that partnerships require time to develop and accommodation to new processes for which the importance is not always evident in the moment is required. Partnerships require us to understand that all organizations have unique cultures that need to be respected. Lessons learned include not becoming impatient or allowing a long process of change to become a burden that gets superseded by something that seems more important in the moment. Seeing the bigger goal of systems change must remain the priority, even when competing with our fast-paced daily operational challenges.

3. Describe your organizational experience and approach to supporting individuals or families who have MH needs and who also are involved in multiple systems, including child welfare and/or other systems such as juvenile justice, homeless services, aging services, etc.

Pressley Ridge is committed to operationalizing the principles of Recovery Oriented Systems of Care (ROSC). Recovery is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. Pressley Ridge uses ROSC framework for coordinating multiple systems, services, and supports that are person-centered, self-directed, and designed to readily adjust to meet the individual's needs and chosen pathway to recovery. The ROSC system builds upon the strengths and resilience of individuals, families, and communities to take responsibility for sustaining their health, wellness, recovery from substance use disorders and improved quality of life.

In Pressley Ridge's Family-Based program, services are delivered to families through the behavioral health system; families receiving these services are involved in multiple systems, including child welfare, juvenile justice, physical health, and social services. The young adults in our MTAY program are referred through the behavioral health system but are also involved with supported housing, the legal system, physical health, peer supports, and an array of other community supports, including the 412 Zone, where our staff collaborate with other providers to ensure the needs of these young adults are met. The adults and families served through Pressley Ridge's child welfare services Parent and Children Together (PACT) and HOMEBUILDER programs necessitate intense collaboration and coordination with behavioral health, legal, housing, drug and alcohol, and financial systems to ensure the youth in these homes can remain with their families, those who know them best and love them most, to avoid the trauma of separation and out of home care. Pressley Ridge's Service Coordination Program offers long-term, family driven coordination and collaboration with all the forementioned services.

4. Provide your organization's experience with hard-to-reach families or other populations. Describe your methods and approaches to engaging them, gaining their trust, and supporting them.

Pressley Ridge has a wide array of programs that serve many "hard-to-reach" populations and communities. With a variety of in-home services, Pressley Ridge successfully engages families involved across the continuum of child and adult serving systems. Whether it is children with mental health and developmental disabilities who are deaf, or young adults struggling with co-occurring mental health and substance use disorders, Pressley Ridge has a long history of strong engagement.

A recent example of our success in engaging hard-to-reach families is our Community School-Based Behavioral Health (CSBBH) program at Sto-Rox School District and Oliver City Wide Academy. Despite both schools' reputations of serving complex and difficult to serve students and families, Pressley Ridge has far exceeded CCBH's family work goal to reach a 91% over the past contract year. Strategies include using

a “hands-on” approach, engaging with community- based organizations that support families, and always “doing with” rather than “for” when working with families. In the CSBBH Sto-Rox program, Pressley Ridge is involved at every level with the community where the students and their families live. Pressley Ridge staff accompany family members to access community supports, offering side-by-side support to access resources and make relationships. Staff offer support during medical appointments and to navigate the array of services and resources available to families and partner with child welfare and juvenile justice to help families address legal and safety issues. Similarly, the CSBBH Oliver program staff partner at every level with school faculty, other providers and systems, and families to meet the needs of a complex population. Pressley Ridge’s ability to engage remains embedded in good family work and the overarching philosophy that people are generally doing the best they can.

As for “getting in the door,” the first step in establishing a working relationship with any family involves joining – a process of listening to the family, hearing their story, and letting them know that you understand their concerns. Pressley Ridge staff encourage and validate family participation in decision-making related to their children and work within an organizational culture that has established practices and policies that support meaningful family engagement in treatment. We believe that families who feel heard and respected will be motivated to work in partnership with the Service Coordinator to improve their situations. Pressley Ridge also focuses on creating partnerships for change and measuring the relationship between those providing the service and those who are receiving the service (the working alliance). Pressley Ridge’s researched-based Alliance Building Learning to Engage (ABLE) model focuses on eliciting feedback from youth & families about their agreement on goals, tasks, and bond they have with their staff. Using ABLE, program staff facilitate a discussion around the youth and families’ experience with the service and then tailor interventions to increase their working alliance leading to improved outcomes.

Family work orientation and training at Pressley Ridge focuses on developing awareness of one’s own values and how those values affect one’s ability to work with families. Every family experiences good times as well as bad. Therefore, Pressley Ridge staff is taught to look for, and elicit, family strengths, and to use those strengths as building blocks for meeting goals. Pressley Ridge believes, like all true strength-based organizations, that respect and appreciation for the family’s struggles, and searching for strengths rather than weaknesses, will motivate a family to work for change. This style of work is consistent with Pressley Ridge’s belief that all parents care about their children; it allows families to risk taking a chance on change and to negotiate the specifics of goals and objectives without compromising the safety of family members.

5. Describe your organizational experience assessing and planning for the ongoing needs of individuals and/or families who need MH supports and services.

Assessment begins on day one in the form of active listening and family engagement. Planning occurs after relationships are formed and joining with individuals and families has occurred. Pressley Ridge staff use active listening, Motivational Interviewing, and guided conversations to gather information for assessment. Staff do not take a pen to paper approach – asking questions and jotting down answers; instead, all Pressley Ridge formal assessments are completed through conversation and dialogue in a transparent process, that allows the family to share information in a nonjudgmental environment but in an informed manner. We understand that assessment and plans have timelines but believe true assessment and planning occurs overtime and is a dynamic process not a stagnant form.

Pressley Ridge programs use a variety of screening tools to assess the family’s needs and strengths. In many of our Allegheny County programs, and being proposed for use in the FCSC program, we use The Child and Adolescent Needs and Strengths (CANS), Early Childhood CANS (EC\_CANS), and Adult Needs and Strengths Assessment (ANSA). These assessments are completed at intake, throughout service, and for

discharge planning to identify specific individualized needs in a variety of life domains. The assessments are completed in a collaborative manner with the individual, family and, with consent, other providers to identify areas of strengths and needs of the individual within the family context. Areas in the CANS and ANSA that indicate the need for further planning are discussed with the client and family and a goal is established if they feel ready to work on that area. It is in these conversations that staff listen for “change talk” to help the client and family identify internal motivation for goal development as well as storing away possibilities for future planning. We believe that working on goals in which the individual and family indicate a willingness leads to success and paves the road for on-going planning and goal attainment.

Additionally, for all clients who are age appropriate, the Columbia Suicidality Severity Rating Scale (C-SSRS) is completed at intake, at regular intervals and when indicated risks occurs. A safety plan is developed with the individual and family if risk of suicidality is identified and includes both formal and informal supports. If the family or client is interested, all programs also have access to Pressley Ridge’s Clinical Team who can work with youth, families, and service providers to complete a Neurosequential Model of Therapeutics (NMT) assessment to examine both past and current experience and functioning, and relational health factors to create a visual map of brain development and developmental risk that guides the selection of developmentally appropriate interventions.

6. Describe your approach to collaborate with other systems, such as child welfare and juvenile justice, when an individual and/or family has needs in multiple systems.

Pressley Ridge realizes that working between systems can be challenging and that values and beliefs about people are often incongruent. Pressley Ridge understands that the nuances and point of view of each system is unique to that system; the ability to work with others is focused on understanding that service’s competing priorities and providing accommodations and flexibility as the best approach. Pressley Ridge staff are respectfully curious when unfamiliar with an agency’s model of practice and work within the procedural framework needed to participate in these professional collaborations with the goal of mutual influence and respect for the incredible efforts each system incurs when working with individuals, their families, and their supports. When gentle challenging is called for, diplomacy and respect for the talents and efforts of other providers is paramount to enhancing provider relationship on behalf of the families Pressley Ridge serves.

Pressley Ridge has learned that one of the best ways to create successful partnerships is to focus on the mission of serving youth, families, and communities in a family-driven culturally sensitive manner and bringing this mission to the forefront of all partnerships. This mission is well aligned with DHS’s Conferencing and Teaming standard of practice. Working together with families and systems to create a unified and agreed upon family plan creates a successful partnership between the family, their supports, and systems to carryout actions and intervention to support the family in reaching their goals. Pressley Ridge staff use collaborations, including successes and challenges, as opportunities to teach families advocacy skills in a way that promotes positive and productive relationships. At Pressley Ridge, coordination of care and systems collaboration are prioritized in supervision and supported by leadership as skills necessary for professional development and organizational success.

7. Describe your experience with documenting program development, program operations and changes, and client data.

Pressley Ridge has engaged in an extensive quality improvement system managed by the organization’s Organizational Performance (OP) department which oversees the quality improvement activities in Pressley Ridge and coordinates the program evaluation process. Continuous quality improvement at Pressley Ridge



is an integral part of how the organization achieves excellence in care. Quality improvement is designed to support the organization's mission and the strategic priorities through the measurement, evaluation, analysis, and implementation of new processes as needed in the organization. Pressley Ridge believes that the way to improve outcomes in services is to improve the processes that produce those outcomes, to understand how organizational processes affect performance and take action to improve these processes. The quality improvement process is guided by the Plan-Do-Study-Act (PDSA) model and dashboards that contain key performance indicators are used to summarize and review data at the program level.

The OP department at Pressley Ridge has a collaborative working relationship with program staff for the purposes of collecting and entering program and client data. The OP department has historically helped programs collect program and client data for quality improvement and program evaluation purposes, and to fulfill requirements from grants and funders. An Evaluation Coordinator is assigned to the program and works closely with each program to determine processes for collecting data and troubleshooting any barriers to this collection process. These processes include setting up databases or working with the Information Technology department to develop forms in the electronic client record. The Evaluation Coordinator is the point-person who then provides documentation and training for staff on how to collect data and conducts routine checks on the quality and completeness of data entered and reports this information to program leadership. Additional troubleshooting and revising of processes then occurs to overcome any issues with data entry. Having a dedicated role of the Evaluation Coordinator who oversees this process helps to ensure program and client data are collected, measured, analyzed, and acted upon to create improvement.

### **Program Design and Implementation (30 points possible)**

8. Describe how you would approach collaboration with DHS and the CoP on the design, implementation and sustainability of FCSC.

Pressley Ridge has a great deal of experience collaborating with systems to design, implement and sustain new services. Pressley Ridge's approach is an extension of our belief and investment in Servant Leadership as a way of interacting with others. Pressley Ridge demonstrates a commitment to the process of system of care development. Whether it takes a decade to make a change, or change comes more quickly, Pressley Ridge is committed to the process and consistently devotes resources, and leadership at every level, to the process.

Pressley Ridge is cognizant of what it takes to create sustainable programming and understands that system change happens slowly, over time, with close collaboration and partnering, and with persistence. There may be many confusing moments of the direction the system of care is going, what we are trying to accomplish, and how new services fit in. Partnership, rather than competition, drives system change. The more generous we are, collectively, to other providers/systems, the more successful and sustainable change will be.

System changes become cultural changes. It becomes less about what you do- the tasks, procedures, and interventions- and more about what you know. All the families Pressley Ridge serves present complexity- more than one treatment issue. Understanding that complexity is less about an individual, and more about treating the whole family, without drawing lines in the sand about what we can and cannot do, becomes a measure of competency. Having a solid plan to continually gather feedback from youth and family members will always lend to better outcomes. Pressley Ridge is committed to every step in the process of service development, implementation, evaluation, and sustainability.

9. Describe your experience and lessons learned with implementing a new project or program where adjustments were made to ensure quality improvement over time. Provide a plan to measure the quality of service delivery to FCSC families that reflects those lessons learned from the past experience.

Pressley Ridge often participates in value-based purchasing (VBP) initiatives hosted by insurance companies; whereas, performance goals are established, and programs are rewarded for meeting the goals. To meet the performance goals, it has been necessary for programs to evaluate their existing processes and formulate new approaches to service delivery. To monitor progress on performance goals, extensive data tracking and collection, as well as summarization of the collected data, is required. Pressley Ridge has been able to effectively monitor progress on VBP initiatives due to the involvement and expertise of the agency's OP Department. The OP department works closely with program leadership to develop tracking mechanisms and identify reporting methods that will aid the program in their success as participants in the VBP initiative. Throughout the duration of the VBP initiatives, program leadership and direct care staff routinely review progress towards achieving the performance goals and make any necessary adjustments to processes that will better position the program to meet the performance goals.

As an example, a 2020 VBP initiative established four performance goals related to the following areas: 1) Service Coordinator contact post inpatient mental health discharge, 2) post inpatient and RTF aftercare linkage, 3) completing a referral needs assessment with the client and family, and 4) making identified linkages. The OP department worked with program leadership to create a tracking database for each of the four goals as well as corresponding data visualization tools that were used to present goal progress to staff on a routine basis. When the progress was unsatisfactory on any goal, the team discussed potential areas of improvement to processes and service delivery that would help the program reach the goal. As a result, the program met or exceeded all four of the performance goals.

Lessons learned from the VBP initiatives included bringing direct care staff in early in the process to gain ideas from the people carrying out the steps and to foster investment, including staff and families in the determination of meaningful incentives to encourage participation, and choosing actions that will create long-term change at the program level to increase quality. Lastly, asking for help and support internally and externally when needed is crucial as we do not have all the answers or solutions.

Pressley Ridge plans to use similar processes in measuring quality for the FCSC program. Pressley Ridge will work in partnership with families and DHS to determine the best action steps to meet the desired quality measures utilizing internal organizational resources, such as the electronic client record and OP Department to collect, analyze, and summarize data. FCSC staff will hold monthly team meetings to review data and plan for process change. In the past these meetings have been primarily internal but Pressley Ridge plans to change this process by inviting participating stakeholders such as DHS and family representatives to ensure we are creating process change through a system and family lens.

Pressley Ridge is experienced with the KIDS system and currently documents in-home service delivery and foster care services in the KIDS system. Pressley Ridge is willing to enter data into that system while exploring the possibility of data exchange between our systems. Pressley Ridge is excited to be willing participants in process planning with DHS and will bring all the organization's resources to the table with open minds.

10. Describe how you would approach FCSC from a family lens that still meets individual-level needs. Include how you will ensure FCSC services are strengths-based, family-focused, trauma-informed, and culturally humble.

Pressley Ridge believes that respect and appreciation for the family's struggles, and searching for strengths rather than weaknesses, will motivate a family to work for change. This style of work is consistent with our belief that all parents care about their children, allowing families to risk taking a chance on change and to negotiate the specifics of goals and objectives without compromising the safety of family members.

Pressley Ridge employs a parent with lived experience as a full-time Family Engagement Specialist to support leadership in evaluating services from a parent's perspective. Using a "Family Tracer" to review programs the Family Engagement Specialist ensures that services are delivered in the context of the family system. The Family Tracer offers a full program review and evaluation, including gathering feedback from program leadership, staff and families being served during in-person focus groups, as well as program literature and file review. The Family Engagement Specialist is available to parents receiving services as a support and to program staff when needed. These activities and resources strengthen Pressley Ridge's ability to provide family-centered care.

Trauma-Informed Care at Pressley Ridge is an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Screening for trauma early in treatment, assessing the severity of the trauma exposure, providing access to trauma treatment, and then assessing the impact of the treatment is the process by which trauma-informed care is implemented at Pressley Ridge.

Pressley Ridge has strategic goals which demonstrate the commitment to practice cultural humility, to engage all those we serve with the intent to meet them where there are and to have a deep understanding of how to create welcoming and safe relationships. Understanding diversity in terms of race, ethnicity, religion, culture and SOGIE helps to strengthen the relationship for those who have been marginalized and/or traumatized due to a hate, racism, abuse, and negative social determinants that have created relational poverty.

Pressley Ridge is an antiracist organization. Joyce James, LMSW-AP, from Equity Consulting, has been guiding a transformation process for Pressley Ridge regarding Diversity Inclusion and Equity since 2018. Early in 2019 all Pressley Ridge leadership participated in Diversity Inclusion and Equity Initiative Model Experience facilitated by Joyce. The initiative is designed to be effective in creating a willingness to "turn the mirror inward" to begin to develop a racial equity lens, beginning at the leadership level, and to raise the level of consciousness by providing a "Ground Water" analysis as the strategy for eliminating racial inequities. Pressley Ridge is currently using data from the ground water analysis to further develop its racial equity lens. In late 2019/early 2020 program level staff participated in the Inclusion and Equity Experience. The process is changing attitudes and assumptions and is assisting Pressley Ridge in achieving the outcomes we desire for all those served.

11. Describe your plan for how you will work collaboratively with DHS and the CoP to identify and/or develop an appropriate family strength and needs assessment and related planning tools. Alternatively, describe the family strength and assessment and/or family plan formats that you would like to use and why you would like to use them.

The FCSC program will facilitate a family strength and needs assessment within the first 30 days of service, gathering information from the family and collaborating with other involved service and system providers. The process will help individuals and families in identifying strengths in which to build upon and identify needs that will frame the development of the service plan. Assessments are typically completed face-to-face in the client's home or another location of their choosing. During the assessment and planning process families are encouraged to include extended family members, natural supports, and formal service providers; Pressley Ridge will provide flexible scheduling and technological formats to accommodate broad participation. Assessments respect the family's cultural values and beliefs and utilizes them in providing strengths-based, culturally competent service. Reassessment will occur every six (6) months prior to updating the Service Plan, when major life events occur prior to reviewing/updating the Service Plan, and at the end of service. Individuals or families, whose primary language is different than the provider, will be offered an assigned Service Coordinator with some fluency in their native language, if possible, and the use

of interpreting services will be offered and arranged at no cost to the family to ensure all assessment and services are delivered effectively and competently. If clients and families prefer, they may opt to have family, friends, or other supports assist or provide interpretation.

Pressley Ridge utilizes an array of assessment tools across organizational programs and can offer knowledgeable collaboration and guidance in working with DHS and the CoP in identifying family strengths and needs assessments suitable to the role of the FCSC program. An assessment of interest for the design of the FCSC model is the North Carolina Family Assessment Scale (NCFAS). The NCFAS is designed to examine the entire family's functioning in the domains of Environment, Parental Capabilities, Family Interactions, Family Safety, and Child Well-Being, to cover areas of importance across systems, lending itself well to the use of child-welfare involved families in need of behavioral health support. Levels of functioning ratings guide the development of the family-driven service plan and subsequently documents any changes in family functioning. Exploring how the NCFAS can correspond and inform CYF's use of the FAST will be an area to examine during program, DHS, and CoP collaboration. The CANS, EC\_CANS, and ANSA can be utilized for individual assessment of strengths and needs.

A family-driven Service Plan will then be mutually developed utilizing the identified strengths and needs of the entire family to coordinate a holistic plan. As a service for child welfare-involved families experiencing behavioral health needs for more than one family member, the service plan will help families gain access to needed medical, social, educational, natural supports, and other services within their communities to achieve specific outcomes of family reunification/stabilization, independent living, vocational/ educational participation, adequate social supports, and reduced hospitalization. The proposed Family Service Plan is currently built into Pressley Ridge's electronic client record, meets the required regulations for Service Coordination, and aligns with domains to be addressed by DHS to achieve successful family outcomes. With family consent, staff are easily able to print and share the Service Plan to aid in continuity of care and transparency among systems. Pressley Ridge is not tied to its current Service Coordination Service Plan and can easily adjust for this program as it will operate as a separate entity. This is just one suggestion; we will work with DHS to develop a Service Plan that makes the most sense for all systems involved and that lessens the demands on families.

12. Describe your approach to collaboration with services and supports from other providers or systems that may be working with a family.

Pressley Ridge's Service Coordination program helps clients with mental health concerns gain access to needed resources, services, and natural supports in their communities so they can successfully live with their families, attend school, work, and participate in community activities. Pressley Ridge uses an ecological approach ensuring that the youth and families served have their self-identified needs met and by addressing family system issues and access to resources. By acting as the Single Point of Accountability (SPA), Pressley Ridge ensures active collaboration between behavioral health, child welfare, judicial, educational, and physical health systems.

Once family strengths and needs are identified, a recovery-focused and cross-system Family Service Plan is developed which can include linkages to needed resources and local activities; educating the youth and family regarding access to behavioral health, physical health, education, and public welfare services; monitoring current services to assure the family's needs are being met; collaborating with cross-system providers to ensure engagement, active involvement and coordination of services; coordinating care before, during and immediately after inpatient care and changes in placement; and effective provision of crisis intervention.

Pressley Ridge Service Coordinators (SC) utilize the Family Service Plan to guide client services. When a need has been identified in a life domain, accessing services and coordinating with service providers is the main theme. SCs spend considerable time with both the client and family providing and explaining options and offering choice to ensure referrals and linkages appropriately meet their goals. When a client begins working with a new service the SC maintains close contact with the family and service provider to make sure that the link to services occurred as planned. The SC may accompany the client to the first appointment or contact the family immediately following to ensure the meeting was successful. The Service Coordinator takes the time to explore a family's reaction to services, and their ideas about how services can better meet their needs. Because clients may not have experience with or feel intimidated by systems, Pressley Ridge uses active listening and a strengths-based perspective to carefully ascertain the positive aspects of the client's participation with services, as well listen for questions about what might need to be modified. Through system education and role play, SC's encourage the client and family to advocate for their needs if possible. When not possible, the SC role models collaboration and advocacy while always using etiquette and respect for the system.

The SC partners with the family to keep all providers informed of successes, changing circumstances, and new challenges. SCs participate in or facilitate regular team meetings and ensures family voice is heard through preparation with the family and advocacy. Scheduling and planning meetings are done with consideration of all providers' schedules to encourage participation while keeping the client and family's schedule and other demands in the forefront. With the use of technology and with a well-coordinated approach, it is Pressley Ridge's goal is keeping the treatment team well connected in the most efficient way possible.

13. Describe your knowledge of services and supports in this region.

Pressley Ridge feels fortunate to have programming in Allegheny County, an area rich with resources. From formalized services to grassroots community efforts, Pressley Ridge works to connect families to resources in their local communities who are likely to have a shared culture. When in search of resources, local Family Support Centers, churches, and recreation centers are typically rich with supports. Pressley Ridge makes sure to ask families about resources in their community prior to exploring those options and making new connections.

Pressley Ridge's Service Coordination program maintains a robust electronic data base of services and resources. The database is frequently updated as new resources are obtained. These resources are abundant and include services and resources such as behavioral health, physical health, camps and clubs, recreation, community supports, entitlement services, support groups, educational supports, financial supports, community resources, employment resources, and many others. When staff have down time, they work on organizing, updating, and ensuring the resources are current. Additionally, it is common practice amongst Pressley Ridge programs to share resources and trainings within the agency. At weekly staff meetings, Service Coordinators share new resources and aid each other by brainstorming to identify needs of an individual or family that have not been effectively met by well-known, available services. Pressley Ridge staff also utilize insurance companies and MCO care managers to assist in finding resources for families. A valuable resource also frequently utilized and distributed to families is the United Way of Pennsylvania's 211 website and phone line.

14. Describe your experience and approach to service sustainability planning.

Pressley Ridge has a great deal of experience implementing projects within the organization as well as in partnership with systems, other providers, and counties. Specific to implementing projects through SAMHSA, Pressley Ridge has been an active partner and participant in SAMHSA projects in Beaver

County since 2006. Throughout the past 14 years, Pressley Ridge has participated in System of Care initiatives that range from implementing new services, leading steering committees, offering training and consultation to other providers, participating in data collection and site visits, and developing sustainability plans. Throughout this work, Pressley Ridge has started and sustained several unique service models that were new to the system and that fulfilled a need that was not fulfilled prior to implementation. For example, Pressley Ridge's Enhanced Family Based Mental Health program model was developed as a part of a system of care designed to serve young people with co-occurring substance use and mental health disorders. Sustained since its inception in 2006, Enhanced Family Based in Beaver started by serving youth that had co-occurring disorders and their families. Once sustainable, Pressley Ridge was able to broaden the service description to include families where either the youth or caregiver was experiencing a co-occurring disorder. Today about 40% of the families served by the program in Beaver County receive Medicaid billable Enhanced Family Based Services. Another example was the development of a multidisciplinary mobile crisis team serving transition age youth and young adults. This team worked in partnership with other system of care entities to expand services for youth and young adults, and to participate in future system of care initiatives such as services for those experiencing first-episode psychosis. In partnership with the county, the MCO, and OMHSAS, Pressley Ridge presented data on the efficacy of the approach while working to define where in the current system of behavioral health programming this service might fit in. Again, with flexible service delivery and solid data collection, this service is sustained by a Medicaid billable specialty crisis license today. In both examples, Pressley Ridge remained flexible and partnered with other providers and the county to adjust along the way to develop and sustain a System of Care.

### **Staffing, Recruitment, Training (25 points possible)**

15. Describe your experience hiring quality, diverse staff. Provide your plan for recruiting and hiring quality FCSC supervisor and Coordinators pursuant to the required skills and qualifications described in the RFP. Include starting salaries for staff.

Pressley Ridge strives to recruit, attract, and hire qualified, diverse staff, utilizing the following recruitment strategies:

- Targeted recruitment through local college and university campus visits, career fairs, information sessions, and meeting with department heads, professors, and advisors.
- Placing job postings internally on the Pressley Ridge intranet and externally on the Pressley Ridge website, Indeed.com, LinkedIn, and college and university job boards.
- Posting and sourcing on several diversity organizations and sites including, but not limited to, PA Women Work, Vibrant Pittsburgh, Department of Veteran Affairs, Northside Leadership Conference, and PA CareerLink.
- Utilizing the Pressley Ridge internship program as a resource to identify appropriate staff with a focus on diversity and inclusion.

Applicants for the FCSC program will be carefully screened to meet the qualifications of the FCSC supervisor position (master's degree plus five to seven years of experience with the behavioral health system, with at least three of those years in a supervisory capacity) and Service Coordinator position (master's degree preferred with at least four years of experience working in the behavioral health system, or a bachelor's degree with a least five years of experience in the behavioral health system). Although Pressley Ridge employs staff that meet the qualifications for the needed positions, the organization plans to post internally and externally with the intent to hire at least one (1) staff person external from the existing program to bring a fresh perspective to the work.

The Service Coordination program strives to ensure diversity among its staff that is in parity with the clients served. The program's hiring rate since 2015, consisting of the last 20 new hires, is 35% black and 65% white. The current Service Coordination program served 277 clients in 2020, identifying as 56% white, 29% black, 11% biracial, and 4% Asian; gender 66% male, 33% female, 1% Transgender. Like the clients we serve, Service Coordinators are 72% white and 27% Black. While there is some gender disparity compared to the clients serves, with Service Coordinators 55% female and 45% male, there is less disparity than in the general workforce of social workers in which, according to the U.S. Bureau of Labor Statistics, almost 82% of employed social workers were female in 2019.

16. Describe your approach to staff onboarding and training that ensures that staff are trained in relevant topic areas, that training emphasizes trauma-informed practice, and that demonstrates a willingness to partner with DHS on cross-system learning.

FCSC staff will be provided with a comprehensive training curriculum focusing on both internal policies and procedures, as well as those identified and outlined by DHS. This cross training with child-welfare will lend itself to the creation of a thorough understanding of system requirements and culture. The trainings include (but are not limited to) CoP/CYF/MH system cross training, trauma-informed care, motivational interviewing, youth and adult MH first aid, risk and safety, navigating complex systems, reflective supervision, case-notes and data management, and equity and inclusion. Other relevant or valuable trainings identified by Pressley Ridge will be incorporated in the onboarding process.

Pressley Ridge provides all newly hired staff with a wide-ranging training protocol throughout the onboarding process. Trainings include CPR/First aid, Crisis Prevention, HIPAA, Compliance, Universal Precautions, Suicide Prevention/Assessment and Response, SOGIE, Family Engagement, Psychiatric Diagnosis, Intro to Substance Use Disorder, along with others identified by the agency as paramount to the development of new employees. The supervisor also provides regular on-going formal and informal training and supervision to staff to ensure a well-rounded and competent employee.

17. Describe how you will assess employee competencies before they work with families.

Assessment of an employee's competencies begins with the interview process. Using a behavioral based interview process, all applicants, whether internal or external, will be screened by providing examples of lived experiences working with identified populations and within systems. Pressley Ridge will seek examples of working with hard to engage families and working within a team and will explicitly talk about personal biases and values, ensuring that applicants for consideration have a self-awareness that lends to cultural humility. Seeking answers about why poverty exist and how trauma affects well-being are part of our interview process. Pressley Ridge knows that services, resources, and paperwork can be taught, and professional development is a process, but commitment to families and communities is often intrinsic and part of a person's mission to serve.

Once hired, employees will participate in formal and on-the-job training opportunities as part of the thorough onboarding process, under the guidance of the supervisor. Pressley Ridge, in collaboration with DHS and family representatives, will develop a list of important core competencies for the FCSC staff. Trainings to address these competencies will become part of the FCSC training log requirements and will be assessed throughout the onboarding process through field supervision and explored collaboratively through reflective supervision. The process will allow for ongoing professional development and growth tailored to their individual strengths and needs. Employees will have the opportunity to observe skills through shadowing and modeling opportunities, as needed for skill development.

To ensure proper onboarding and a clear understanding of program and system requirements and culture, Ridge will offer the following educational and skill-building trainings: Pressley Ridge/Program Orientation, Service Coordination New Hire Training CoP CYF/MH System Cross-training, Trauma Informed Care, Motivational Interviewing, Youth and Adult Mental Health First Aid, First Aid/CPR, Risk and Safety, Navigating Complex Systems, Reflective Supervision, Respect and Dignity, Family Engagement, Equity and Inclusion, Suicidality and Self Harm Introduction, Assessment of Suicidal Risk using the C-SSRS, HIPAA, Compliance/Fraud, Waste and Abuse, Universal Precautions, Recognizing and Reporting Child Abuse, SOGIE, and Crisis Prevention and Management. Pressley Ridge will seek external trainings for competencies not addressed through its training curriculum. Training on program protocols and practices, such as documentation, assessment, and service planning, will be provided by the supervisor as key skill areas. These areas will be assessed by the supervisor for professional writing ability, recovery oriented language, and family centered focus.

18. Describe how you will implement a supervision model that ensures staff receive reflective supervision and provide empathetic and family-centered services.

Paramount to the success of any community based program, the individuals whom it serves, and the individuals working in it, is quality supervision. The clinical supervisor has a clear understanding of the program model, tested clinical and crisis management skills, and a belief in the philosophy of delivering services in the context of a system. The supervisor operates within the system of the program and stands behind the staff, coaching, mentoring, and teaching. The supervisor and the staff will utilize supervision time to educate one another throughout the duration of the work. The supervisor serves as the worker's back up, understanding the dynamics and uniqueness of each person or family's treatment services, and having the ability to guide the process. While the supervisor intentionally remains one step removed from services, the supervisor can step in at any time in the absence of the worker to deliver treatment with the existing treatment team.

The supervisor is responsible for ensuring service delivery meets regulatory requirements, that treatment is clinically appropriate and ethical, that the individual, system or family is being treated with the respect embedded in Pressley Ridge's beliefs about delivering community based services, and that the development of the staff member is prioritized. The supervisor supports the development of the staff, while the staff member is responsible for supporting and developing the individual, family or system.

Supervision is based on the understanding that staff members may experience secondary trauma and/or compassion fatigue and is sensitive to their needs in the moment. Supervision is generous and offers the time, patience, and pace needed to develop the staff as well as offering the opportunity for the staff members to receive attention to their work, to regain their energy, and to take time focused on their development. Reflective supervision will provide the time and space for staff to understand and recognize the boundaries of their relationships with the FCSC team and the families they serve, explore the dynamics of said families, uncover any secondary trauma that the staff may experience through their work as an FCSC, and allow for them to process with their supervisor in a safe space.

19. Describe your strategies for staff retention.

Hiring and maintaining skilled and effective employees is key in providing consistent and high quality services to clients. Strategies to retain quality staff include:

- Consistent clinical and administrative supervision and a high level of support
- Individual and team/group supervision, consultation, and training
- Staff appreciation through verbal feedback, individual and team rewards
- Annual performance reviews and regular feedback on staff performance



- Professional development planning and support, including \$1,500 in educational benefits to support development through conferences, training, or tuition payments.
- Partnerships with colleges and universities in the area that provide tuition discounts.
- A wellness program and monetary incentives for participating.
- Professional Quality of Life survey to address risk of vicarious trauma, compassion fatigue.
- Staff recognition based on years of service.

In 2019 to address lower scoring constructs on our annual employee satisfaction survey and to bolster the program's identified strengths, the Service Coordination program implemented a quality improvement project aimed at increasing employee satisfaction and the retention of effective, well-trained Service Coordinators. The program identified and strategically focused on three key areas - 1) performance is valued and rewarded, 2) the workplace is a productive and supportive environment, and 3) staff work as teams. The program implemented relevant programmatic action steps, including staff incentives chosen by the SC staff - tangible or monetary incentives, time off, words of affirmation or recognition of efforts, a focus on wellness and work/life balance using technology and resources to improve communication and efficiency, and team cohesion activities. The final staff satisfaction surveys showed upward trends in 10 out of 12 areas. Strategies aimed at employee satisfaction continue to be implemented in the Service Coordination program. The staff retention rate for fiscal year 2020-2021 is currently at 100%.

### **Mission and Commitment (15 possible)**

20. Describe why your organization is the best candidate for this opportunity and how the FCSC service fits well within your mission.

All Pressley Ridge services are guided by a common treatment philosophy called Re-Education (Re-ED). Re-ED focuses on the strengths of each child and family. Developed by Nicholas Hobbs in the early 1960s, Re-ED is an ecological model that views the child as inseparable from his family and social context. Re-ED is strength-based, emphasizing children's assets and the importance of relationship and structure for children and youth. It is holistic, concerned with physical as well as mental health. Embedded in the Re-Ed core principals is the organization's mission statement, "Whatever it takes to create success for children and families," which speaks to the organization's complete and unequivocal commitment to do all in our power to improve the lives of children and families everywhere. There is no challenge too big or barrier too strong to keep Pressley Ridge from doing our utmost on their behalf. Pressley Ridge succeeds only when they succeed. Pressley Ridge's competencies lie in our ability to provide services for the most vulnerable members of society, creating partnerships, providing training, and building awareness. Pressley Ridge empowers families by building confidence, nurturing relationships, guiding families through services and through the complex service system, bringing family members together, providing a high level of support, and being equal partners in treatment with families.

Pressley Ridge's strategic goals of trauma informed care, racial equity, family engagement, and addressing the social determinants of health are a well aligned with Allegheny County DHS. Pressley Ridge is continually working towards an organization wide family-friendly, trauma informed focus that includes re-vamped curriculum, staff training and consultation, and changing attitudes about race and culture. Pressley Ridge has been partners with Allegheny County DHS since the 1980's, creating programming, thinking outside of the box, and taking chances to meet the complex needs of such a large and diverse region. Pressley Ridge is committed to the long-term system change that this opportunity brings and we endeavor to dedicate resources, work in a collaborative manner, and struggle alongside those who embark on this journey.

**Fiscal Management and Budget (15 possible) (Not included in page count)**

21. Provide a detailed start-up budget and annualized line-item budget, including staff salary and benefit estimates, that clearly supports FCSC and the implementation plan. You may attach this as a separate file such as an Excel sheet, or provide in the space below.

**Allegheny County FCSC RFP**

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
<b>Personnel Expenses:</b>			
Salaries	143,100	154,840	159,485
Salaries	500	500	500
Payroll Taxes -SS/Med	10,947	11,845	12,201
Unemployment Comp	1,574	1,703	1,754
Workers Comp Ins.	1,617	1,750	1,802
Hospitalization	18,600	19,158	19,733
Retirement	7,690	8,320	8,570
Group Life/Disability	442	478	492
<b>Total Personnel Expenses</b>	<b>184,470</b>	<b>198,594</b>	<b>204,537</b>
<b>Occupancy:</b>			
Maintenance	2,000	2,060	2,122
Phone/Comm	3,720	3,832	3,947
Utilities	500	515	530
Depr - Bldg	350	361	371
Depr - Furn & Equip	100	103	106
Depreciation - Land Improve	25	26	27
<b>Total Occupancy</b>	<b>6,695</b>	<b>6,896</b>	<b>7,103</b>
<b>Client Costs:</b>			
Travel/Client Exp	5,000	10,000	10,300
FSS	2,000	4,000	4,000
<b>Total Client Costs</b>	<b>7,000</b>	<b>14,000</b>	<b>14,300</b>
<b>General/Administration:</b>			
Allocated Billing	2,121	2,185	2,250
Xerox	200	206	212
Office Supplies	200	206	212
Office Equipment	3,500	1,000	1,000
Postage	100	103	106
Printing	100	103	106
Travel/Business Expenses	250	258	265
Insurance -Non Payroll	3,740	4,047	4,169
<b>Total General/Administration</b>	<b>10,211</b>	<b>8,107</b>	<b>8,321</b>
<b>Total Direct Expenses</b>	<b>208,376</b>	<b>227,597</b>	<b>234,260</b>
<b>Overhead Expenses:</b>			
Exec Admin Alloc	31,190	33,749	34,761
State Administration	4,199	4,543	4,680
<b>Total Overhead Expenses</b>	<b>35,389</b>	<b>38,292</b>	<b>39,441</b>
<b>Total Expenses</b>	<b>243,765</b>	<b>265,889</b>	<b>273,701</b>

22. Provide a budget narrative that reflects a realistic estimate of the cost of implementing and sustaining FCSC and clearly explains and justifies all line items in the proposed budget, describes any assumptions about caseload, engagement, etc.

### **Budget Narrative**

Pressley Ridge has prepared a three year budget for the Family-Centered Service Coordination. Pressley Ridge plans to serve 10 families the first year and 20 families the second and third year.

The largest expense for the program will be salaries and benefits. In Year one, Pressley Ridge will have the following salaries:

- The Program Director will be charged to the program at 10% of the \$62,400 salary.
- The Senior Director will be charged to the program at 3% of salary.
- Admin Support will be hired to work 10 hours per week at a rate of \$20/hour.
- In year one; two Service Coordinators will be hired at \$40,560 (the salary is based on the new exempt Department of Labor salary)
- The Supervisor will be charged to the program at 75% of a \$56,773 salary.

In Year two, Pressley Ridge will have the following salary adjustments:

- In the second year, the two Service Coordinator salaries will increase to \$45,500. (the salary is based on the new exempt Department of Labor salary)
- All other salaries will be increased by 3%.

In Year three, Pressley Ridge will have the following salary adjustments:

- All salaries will be increased by 3%.

Personnel Expense Calculation - Personnel expenses were calculated in the budget based on the rates Pressley Ridge is currently paying for the taxes and benefits. Payroll taxes were calculated at 7.65%. Unemployment was calculated at 1.1%. Workers Compensation is calculated at 1.13%. Health Insurance was calculated at \$500 per month for each of the full time employees. Health Insurance was increased by 3% in years two and three. Life Insurance was calculated at 0.31%. Pressley Ridge added additional costs for retirement. These expenses were not added for all employees, retirement is not paid until an employee works for the organization for two year, but it is assumed that some of the positions will be filled internally.

Occupancy Expense Calculation - The occupancy expense for the program was calculated as follows: The program will use one of our current buildings owned by Pressley Ridge. Cost for Maintenance, Utilities and Building Depreciation are shared by all of the programs in the building by square footage. Telephone and Communication expenses are budgeted at \$3,720 for Year one. The telephone and communication expense is budgeted to increase 3% each year.

Client Travel Expense - Client Travel is the costs for the staff to visit and transport youth. The program is budgeted to have 10 families in year one with travel costs of \$5,000. In year two 20 families and the travel costs are budgeted at \$10,000. In year three a 3% increase was budgeted for client travel.

Family Support Services – Family Support Services funds are budgeted for the program to help meet the needs of the families. Family Support Services are budgeted to be \$2,000 in year one and \$4,000 in year two and three.

Allocated Billing Expense - Allocated Billing is the cost for the Pressley Ridge Billing Department to invoice and collect cash receipts. This expense is allocated to all Pressley Ridge programs based on a percentage of the program's revenue compared to the agency's total revenue. Billing cost for year one is budgeted at \$2,121, Year two at \$2,185 and Year three at \$2,250.

General Expenses – General Expenses include:

- Xerox expense will be \$200 in Year one; \$206 in Years two; and \$212 in Year three.
- Office Supplies will be \$200 in Year one, \$106 in Years two; and \$112 in Year three.
- Postage expense will be \$1,000 each year.
- Printing and Publications will be \$100 in Year one; \$103 in Years two; and \$106 in Year three.
- Administrative travel will be \$250 in Year one; \$258 in Years two; and \$265 in Year three.
- Insurance expense will be \$3,740 in Year one; \$3,999 in Year two; and \$4,118 in Year three.

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

## 2021 Pressley Ridge Board of Directors Composition

Name	Gender	*Age	Race/Ethnicity	College Education	Employed/Retired	Industry	Strongest Areas of Expertise	Current Term Expires	Disabled
Alex, Jeffrey	M	41	Caucasian	Y	Employed	Legal	Legal Public Policy/Management Foster Care	2022	N
Robert Butler	M	65	Caucasian	Y	Employed	Communications/Crisis Management	Marketing/Communications Technology Merger/Acquisitions	2022	N
Brij Dhamla	M	28	Asian	Y	Employed	Technology	Technology/Innovation Marketing/Fundraising Project Management	2022	N
Eaton, Kara	F	40	Caucasian	Y	Employed	Legal	Legal Fundraising	2022	N
Chase Fisher	M	32	Caucasian	Y	Employed	Insurance	Benefit Platforms Technology Environmental Economics/Sustainability Fundraising	2022	N
Tisha Germany	F	47	African-American	Y	Employed	Real Estate Development	Strategic Planning Real Estate New Business Recruitment	2022	N
Jeremy Gill	M	43	Hispanic	Y	Employed	Technology	Information Systems/Technology Due Diligence for Acquisitions Managing Budgets	2022	N
Mary Graaff	F	47	Caucasian	Y	Employed	Corporate Risk/Finance	Corporate Risk Financial Fundraising	2021	N
Robert Johnson, Jr.	M	49	African-American	Y	Employed	Legal	Legal Human Resources Community Relations	2021	N

\*Age they will be/turn during the calendar year.

## 2021 Pressley Ridge Board of Directors Composition

Name	Gender	*Age	Race/Ethnicity	College Education	Employed/Retired	Industry	Strongest Area of Expertise	Current Term Expires	Disabled
Fay Mosle	F	82	Caucasian	Y	Retired	Education	Fundraising Finance Education/Community Outreach	2022	N
Jennifer Mulhoney	F	38	Caucasian	Y	Employed	Legal	Legal Mergers/Acquisitions Fundraising	2022	N
Eileen Stevens	F	50	Caucasian	Y	Employed	Finance	Auditing Financial	2023	N
Louise Urkan	F	57	Caucasian	Y	Employed	Healthcare	Auditing Financial Risk Management	2023	N

\* Age they will be/turn during the calendar year.