



Allegheny County Department of Human Services

RFQ Response Form

RFQ for Student Assistance Programs

APPLICANT INFORMATION

Applicant Name: Auberle

Authorized Representative Name & Title: Jessica Murray, LCSW, Director of Behavioral Health

Address: 1101 Hartman Street, McKeesport, PA 15132

Telephone: [REDACTED]

Email: [REDACTED]

Website: www.auberle.org

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

Date Incorporated: 1952

Partners and/or Subcontractors included in this Application: None

How did you hear about this RFQ? *Please be specific.* Allegheny County Solicitations Email 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	John Lydon	[REDACTED]	[REDACTED]
Contract Processing Contact	Shayla Russell	[REDACTED]	[REDACTED]
Chief Information Officer	Rodney Prystash	[REDACTED]	[REDACTED]
Chief Financial Officer	Jason Miller	[REDACTED]	[REDACTED]
MPER Contact*	Terri Suhre	[REDACTED]	[REDACTED]

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* [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 attachment

Board Chairperson Name & Title: [REDACTED]
[REDACTED]

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.*

David Muench, [REDACTED]
David is Bethel Park School District's new Director of Student Support Services. We have been partnered with the district as their SAP provider for approximately 4 years, and while the bulk of that time was under previous administration, David also previously served as Principal to Independence Middle School and directly participated in regular SAP Core Teams with our SAP liaison.

Monica Walker, [REDACTED]
Monica is the Duquesne Elementary School Counselor and has served as our primary point of contact for our school-based therapy services for their student body. We have partnered with Duquesne Elementary for the past 5 years for school based services, and Monica has served as a key liaison between the district and our staff members.

Wendy McSparren, [REDACTED]
As Auberle's Sanctuary Consultant, Wendy McSparren assisted Auberle in achieving Sanctuary Certification in 2015. This certification was essential to helping our clients and staff members heal from adverse experiences and trauma. Wendy has been affiliated with Auberle since 2012.

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APPLICATION INFORMATION

Date Submitted 1/20/2022

Amount Requested: \$208,399

CERTIFICATION

Please check the following before submitting your Application, 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 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.

Choose one:

My Application 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 Application and providing contact information.

OR

My Application 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>.

- Allegheny County Vendor Creation Form
- Audited financial reports or other financial documentation for the last three years
- W-9

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CAPACITY AND PREFERENCE

List your top three preferences for school districts that you would like to serve.

We currently serve the Bethel Park School District and are committed to continuing service provision in that district. Auberle's main campus is located in McKeesport; however, we have staff members who travel from various parts of the county to come to work and would make targeted hiring efforts based on district location as necessary and appropriate. It would be our privilege to work with any of the school districts looking to partner for their SAP services.

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?).

We serve Bethel Park School District currently. While we have a number of staff who are SAP trained including front line staff as well as management, we are currently funded through our county contract to employ 1 part time SAP Liaison.

List your ideal SAP capacity (i.e., I currently serve 2 school districts, but I hope to serve 5).

We currently serve 1 school districts, but we hope to serve multiple districts next school year. We understand that the need per district varies greatly, so the size of the district and correspondingly the size of the need for SAP services would impact our ideal capacity number.

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QUALIFICATIONS

Please respond to the following questions. The maximum score an Application can receive is 105 points. Your response to this section should not exceed 15 pages.

Organizational Experience (25 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.

Auberle has been providing case management, supportive services, and therapeutic activities for decades. In the last year, we served thousands of children and families through our 20+ program areas, including our Behavioral Health Department. The individuals that Auberle serves often suffer from trauma and face a number of barriers that prevent them from maintaining stability in their lives. Our program participants come to us for a variety of concerns including mental health issues, housing, unemployment, and family conflict. Because we practice the Sanctuary Model of Trauma Informed Care, staff across all program areas are trained to recognize any issues a child or family might face, including mental health issues. Once their needs are identified, we are able to holistically develop short-term and long-term goals in collaboration with the client that lead to client success and independence.

Auberle's Behavioral Health Department continues to exceed goals and remains committed to the principles of a recovery-oriented system of care. We maintain a skilled team of mental health professionals, including those licensed and working towards licensure in Professional Counseling, Marriage & Family Therapy and Social Work. Auberle's Behavioral Health Department obtained an Outpatient Mental Health License in 2014. In Fiscal Year 2021, 90% of outpatient mental health clients were discharged positively.

Auberle's Behavioral Health team continues to prioritize necessary training across the clinical team to increase service options to include additional evidence-based models of treatment including Trauma Focused Cognitive Behavior Therapy (TF-CBT) provided within individual and family therapy sessions. Auberle's clinical team continues to prioritize family engagement through therapy sessions and visits.

Auberle's Behavioral Health team is very familiar with serving children and youth directly in the school setting through our current SAP partnership with the Bethel Park School District as well as through our partners for school-based therapy at Duquesne Elementary School. We also serve children and families in our community programs such as the 412 Youth Zone, Foster Care, and the Employment Institute. Our expertise and familiarity with mental health interventions and drug and alcohol services will be available to support students through the Student Assistance Program. We also have strong relationships with numerous other providers in our network of which we will refer children and youth to as appropriate.

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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.

Although the children and families we serve often face numerous life challenges, one challenge that we often see is concern related to drug and alcohol use and abuse. To help families overcome this barrier, Auberle obtained an Outpatient Drug and Alcohol License in 2004. Outpatient Drug and Alcohol counseling can be conducted in both group and individual settings. Auberle Behavioral Health staff members are trained to identify individuals in need of drug and alcohol supports. If a youth appears intoxicated, under the influence, or discloses to a staff member that they are struggling with drug and alcohol issues, the staff member engages the youth in conversation about their readiness to participate in treatment. When one of our Drug and Alcohol therapists completes a level of care assessment, they are then able to evaluate the situation and support the youth in taking the right steps toward recovery.

In the last fiscal year, 90% of our community Outpatient Drug and Alcohol clients were discharged positively. These positive discharge rates reflect the ability of our Behavioral Health team to work with each client and achieve positive outcomes.

While we are proud of the direct client work and support that our team provides to individuals with substance use related concerns, we also prioritize client choice and ensure that clients have options regarding treatment provider. For example, our SAP liaisons always provide multiple options for provider resources local to the family's residence following SAP screenings and explain each recommendation to the student and their family so that they can understand the recommendations and options for themselves as well.

3. Discuss your experience working in schools or with school-aged children and their families, including school-aged children and families from diverse backgrounds.

As previously mentioned, Auberle's Behavioral Health staff serve children and families currently in both Duquesne Elementary School and Bethel Park School District through various services. We have seen consistently over the years that our staff members are able to provide tailored support to families of various demographic backgrounds. We are able to do so by truly starting where the child and family are and incorporating family culture, values, and beliefs into the work that we do.

Auberle works with school aged-children and their families across numerous other program areas including our Foster Care program which faithfully serves children of all ages and demographic backgrounds across the county. Our foster care staff take a tailored approach to their work with each child and each family whom they support.

In addition to providing foster care services for children and youth, our Stop Now and Plan (SNAP®) program serves both girls and boys between the ages of 6 and 11. SNAP® helps

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children manage anger and impulse control issues while providing parents with effective parenting strategies.

Auberle's Homebuilders ® Program works with children of all ages to help families resolve difficult crises within the home so the family unit can remain together safely and in a supported manner.

Auberle serves older youth, ages 16 to 24, through two programs: the 412 Youth Zone and the Employment Institute. The 412 Youth Zone is a safe and welcoming one stop center in downtown Pittsburgh for youth ages 16 to 23 who are aging out of the foster care system or are homeless. The Employment Institute has quickly become the region's go-to workforce development program. While enrolled in either program, case managers (or youth coaches at the 412 Youth Zone) can discuss individual education goals and connect youth with GED classes or tutoring as well as numerous additional support services such as drug and alcohol counseling or a driver's license.

Across all program and services, our staff notice one similarity regarding school-age children and youth: their aptitude to succeed both academically and personally, with support from others such as case managers, youth coaches or therapeutic staff.

Service Delivery (50 points)

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

Our SAP Liaison will facilitate weekly SAP Core Team meetings in which we will review new referrals weekly by sending out teacher feedback forms and reviewing student's academic status, attendance, and other pertinent information to a comprehensive referral (i.e. referrals to social worker, behavioral incidents, etc.). Once this information has been reviewed and discussed by the team, a staff lead will be assigned and will contact the parent regarding the SAP team's recommendation for the student to participate in the SAP screening. Parent permission will be obtained by mailing or emailing the forms to obtain parent(s) signature. Once this is received, the staff lead will notify the SAP Liaison, and they will schedule to meet with this student within a week of receiving permission.

If the student is absent from school or unable to complete the screening in person, the SAP Liaison will contact the parent to navigate the barrier and conduct the screening virtually. Recommendations from the screening will be presented to the parent within 3 days of the screening being completed both verbally and physically including an emailed or mailed copy of the recommendation letter. If the SAP Liaison is unable to contact the parent due to the parent being unresponsive to phone calls or emails, the SAP Liaison will send the recommendation letter to the parent via email or mail to continue with the SAP process.

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5. Describe your plan for involving diverse families in initial SAP activities, especially your approach to engaging with parents.

When we enter into a partnership with any school district, we take intentional time to develop a clear understanding of the district's culture, needs, and services already in place.

Oftentimes we see even within one school district, various buildings have various cultures and approaches to working with students. It is important that we have an accurate lay of the land so that we can understand how we best fit within the district and what already built in supports we can appropriately refer to and utilize as we begin our work with the students.

We will establish a strong, reliable presence in the school district so that school employees are aware and knowledgeable about our SAP services. This will include informational and educational presentations held both virtually and in person as well as being available to speak with staff members at in-service events. With this relationship established, school employees will feel more knowledgeable and confident in referring students to the program.

Likewise, we will engage parents with similar approaches including attending back to school events and offering education regarding various mental health concerns and resources available to them. When a student is referred to our program, the SAP liaison will coordinate with the SAP Team and the student's family to determine the best method of communication including phone calls, in person meetings, virtual meetings, etc. to assist with establishing rapport and trust with parents.

6. As stated in the RFP, DHS expects that Qualified Applicants will collaborate with the existing network of human service providers in Allegheny County to find service(s) and assistance that best fit the needs of the student and family even if the Qualified Applicant offers the needed service(s) and assistance themselves. Qualified Applicant's only priority in making referrals should be the best interest of the student and family. Describe your plan for ensuring that students and families are connected to the kinds of services and supports that best meet their needs.

In Allegheny County, we are blessed with an abundance of various resources and supports that are made available to respond to needs within our communities. The role of the SAP Liaison will be to receive training on resources not only across the county but specifically local to the local assigned district, and to use the screening tool to identify the most appropriate supports and resources available. The liaison will always provide at least 2 provider choices to the family following the student screening. The liaison will directly inform the student and their family of their right to select any provider of their choice. They will also collect and maintain up-to-date information on the services offered by each provider, including brochures, flyers, availability, and links to online information.

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7. 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).

When completing the screening with the student, the SAP Liaison will ask the student what they believe would be most helpful in overcoming their current barriers and how the school as well as their family members can be most helpful in supporting them. This will be incorporated in the goals created at the end of the screening and reviewed with the student. While reviewing these goals, the liaison will be mindful of the feedback they received from the parent prior to the screening. The SAP Liaison will contact the parent following the screening to determine if there are additional concerns to be discussed or added to the goals created during the screening. SAP Liaison will communicate at least 2 resource recommendations verbally and in writing following the completion of the screening. They will then follow up weekly with the parent to identify any additional support the family may need to determine what next steps or actions the family would like to take regarding the liaison's recommendations and ensure the family has been connected to appropriate supports.

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

As previously mentioned, the SAP Liaison will follow up weekly with the parent to determine the family's decision on the recommendations for referrals and ensure the family is connected to these supports. Additionally, the SAP Liaison will present the recommendations to the SAP Core Team so that all parties involved are aware. The liaison will continue to serve as a support throughout the remainder of the school year.

9. Scenario 1:

Mia is a 9-year-old female Latina student attending elementary school in a suburban school district in Allegheny County. Mia was referred to the SAP program by the school social worker for poor school attendance, homelessness, rapidly declining grades and withdrawn behavior in the classroom setting. Prior to the COVID-19 pandemic, Mia had never been referred to SAP.

School staff have had several meetings with Mia's mom regarding her grades, behaviors and attendance. At the most recent Student Attendance Improvement Plan meeting, the family disclosed that they were homeless and living with a family friend in a neighboring school district.

Mia displays poor social skills and anxiety in the classroom. She has trouble focusing and recently disclosed to the school counselor that she "doesn't know why she was born." In addition, during a warm-up activity in English Language Arts, Mia described feeling extremely sad, scared for her family and not being able to understand the activity.

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Please describe in detail, referencing all four phases of the SAP process, how you would proceed with this referral from the SAP team. Please include possible referral recommendations based on concerns described.

The SAP Core team will review the referral and obtain supporting documentation including teacher feedback forms and school records. Based on the information provided, Mia would benefit from participating in a SAP screening. A lead staff member who already has a positive relationship with the student and family will be assigned to follow up with Mia's parents / caregivers to discuss SAP services and obtain parent permission to move forward with screening.

Once the parent permission is obtained, the liaison will schedule a time to complete the screening with Mia. The scheduling will be made with consideration given to what Mia's class schedule looks like and when would be the best time for her to be pulled from class. The screening will be offered to be completed either in person or virtually depending on attendance and other barriers. During the screening, special attention would be given to matters including assessing for safety and the impact of the pandemic on Mia's social support network and mental health.

Based on the information above, the SAP liaison would likely recommend Mia to a mental health provider local to her place of residence so that she can complete a mental health assessment to determine what level of care was needed at this time. The liaison would ask the family if there are any cultural considerations to factor into what specific provider referral was given to ensure that Mia feels as comfortable as possible beginning treatment. The liaison would also provide the parent with housing resources and assist the parent with navigating the housing system and applicable resources specific to their situation. The liaison would also recommend Mia to the Focus on Attendance program to assist with the attendance related concerns. The SAP liaison would encourage Mia to continue meeting with the school social worker and other built in supports within the district for emotional support as well as continuing to assess for safety.

With permission, the recommendations would be communicated to the larger SAP Team, and within a week following the recommendations being made, the liaison would follow up with the family and Mia to determine if any additional support is necessary at this time.

10. Scenario 2:

Michael is a 15-year-old student attending Brown High School. Michael's preferred pronouns are he, his and him. Michael was born female and his parents have not been accepting of his transition. They continue to use his given name, Michelle, and female pronouns, and routinely state that Michael is simply "going through a phase." Michael was referred to SAP by his school counselor due to missing several days of school and being caught on school grounds with a vape, resulting in a suspension.

Michael reports he has only used the vape once experimentally, did not like the experience and would not do it again. Michael's grades have suffered this year and his teachers report

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his behavior has been more withdrawn than in the past. His school counselor reports that Michael lost a few friends who were not accepting of his transition and has struggled to make new friendships. Michael has mentioned spending time with older individuals outside of school who he reports are more accepting. He becomes closed off when talking about these older friends or where he met them. Michael's parents have been in communication with the school regarding his declining grades and recent suspension. The school was able to obtain signed SAP permission from parents following the suspension.

Please describe in detail, referencing all four phases of the SAP process, how you would proceed with this referral from the SAP team. Please include possible referral recommendations based on concerns described.

The SAP Core team will ensure an official referral has been made as well as obtain supporting documentation including teacher feedback forms and school records. A lead staff member who already has a positive working relationship with Michael and his family will be assigned to follow up with Michael's parent to discuss SAP services. The liaison will schedule to complete the screening with Michael either in person or virtually depending on attendance or other barriers at a time that is convenient for the student based on his class schedule. During the screening, the liaison will pay particular attention to determining if there are red flags regarding tracking or abuse related to the report of Michael spending time with older individuals.

Based on the above information, the SAP Liaison would likely make a recommendation to PERSAD Center as they are a provider that specializes in serving LGBTQ communities. The liaison would also share local and national resources that assist transgender youth to support both Michael in connecting with age-appropriate supports as well as his parents in best supporting their son. The liaison would also ideally offer a SAP skills group for Michael to participate in to learn about social skills and widen his social support network. The liaison would also recommend a drug and alcohol level of care assessment be completed by one of the county's Certified Assessment Centers to screen for problematic drug and alcohol use.

11. Describe why the SAP program is important and your vision for an SAP liaison's relationship and work with school staff, students and families.

Auberle's vision is to act as a resource and support system for our partner school districts, school staff, students, and families. Staff would utilize the Sanctuary Model to break down barriers between staff, school districts, and children to connect them to necessary resources. The Sanctuary Model provides a tool kit for staff to make the connection between what adverse experiences children have experienced and how those experiences are standing in their way of success, whether academic or personal. It helps staff better understand the reasons behind a child's decisions and behavior. The model does not ask youth to change who they are but provides them with an arsenal of resources that reinforce positive self-regard, the importance of future planning, and the rescripting of negative messages. By using the Sanctuary Model as a Student Assistance Provider, we will eliminate the barrier between "us" and "them." Breaking down those barriers will aid in the creation of trusting, mutually

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respectful relationships between staff and youth to create positive outcomes for all those we serve.

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

Postvention services would be provided by the SAP liaison or the SAP Supervisor as needed during the summer months, as well as throughout the school year. The SAP liaison will assist the overall SAP team during the aftermath of crises in accordance with the school's crisis policies. The SAP liaison will promote open communication and identify steps toward restoring a sense of safety/security in the school setting. The SAP liaison will also identify community resources for any crises that warrant additional support and/or are beyond the scope of the agency SAP liaison's role.

13. How will you maintain a strong relationship with the school you serve and be dynamic, flexible and responsive to their needs?

When entering into a new SAP partnership, we will collaborate with school administration to schedule ongoing communication with an agency supervisor on a monthly basis, which may occur by phone or via the agency supervisor's presence at the school for a face-to-face meeting. A brief agenda may be established to guide conversation and routinely review the strengths of the SAP liaison across the various services and any areas in need of improvement. This feedback will be routinely incorporated into supervision between the agency supervisor and the SAP liaison, which will be scheduled on a weekly or bi-weekly basis depending on need. The agency supervisor and/or agency director will provide the schools served with multiple means of contact, including telephone numbers and email addresses. All calls or emails will receive a prompt response (by the end of the business day on most occasions and the next business day at the latest). The SAP liaison will be coached and supervised to ensure that they present with a professional demeanor, demonstrate effective joining and collaboration skills with faculty, students, and families, and maintain appropriate boundaries.

Staffing (10 points)

14. Describe your plan for recruiting and retaining qualified and diverse staff, including your plan for filling staff vacancies in a timely way.

Auberle employs approximately 200 staff. We survey our employee satisfaction regularly and by external sources such as the Pittsburgh Post-Gazette annually. Our scores are consistently high, and we are ranked a 2021 Top Place to Work. Providing quality training to staff is key to recruiting and retaining the best staff.

Our mission commitment scores are exceptional, and it is apparent that our employees are here to change lives – not just to collect a paycheck. Almost half of our employees are from the communities where children are most frequently removed from their families. Auberle staff is

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encouraged to recommend qualified candidates for employment. Employees receive a bonus when a referred candidate successfully completes their introductory period. With many of our staff being from the targeted communities – we are confident our hiring will reflect the communities we will serve and connect youth to much needed services in.

Auberle advertises in every possible venue. We use local universities, colleges, and web-based engines such as Indeed, our web site, our electronic sign, our business partners, and Non-Profit Talent. We invite all eligible candidates that meet the minimum requirements of the job to a group interview. This allows us to meet and screen as many candidates as possible with a more in-depth individual follow up with select candidates we hope to learn more about.

The Sanctuary Model™ of Trauma-Informed Care is at the core of all staff training and supervision. Every staff member participates in a comprehensive training as part of their orientation plus an entire month of on boarding and other pertinent trainings. Additionally, all staff members are required to attend at least twice per month supervision with their immediate supervisor. These supervisions serve as “care for the caretaker” and allow staff to discuss students, professional goals, and receive much needed support.

15. Describe your expectations for SAP staff.

SAP staff will be expected to hold a minimum of a Bachelor’s level education in social work, counseling, education, and/or another relevant human services field. SAP staff will possess or be prepared to obtain required professional training specific to the SAP role. SAP staff will be expected to possess the experience and/or training in crisis prevention, intervention, and postvention to effectively respond to the needs of the student and school community. SAP staff will be expected to conduct themselves in a professional manner in the school and agency settings. SAP staff will seek clarity and understanding regarding their role and designated responsibilities and demonstrate the ability to carry out SAP tasks in an effective and efficient manner. SAP staff will be expected to communicate effectively and work within the larger team. SAP staff will be expected to meet for supervision on a weekly or bi-weekly basis with the agency supervisor.

Data Collection and Delivery (10 points)

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

Auberle SAP liaisons complete weekly data tracking that is provided to the Behavioral Health Manager regarding services provided within the school districts and time spent on additional service-related tasks (i.e. contacting parents, collaborating with school staff, documentation, supervision). Service delivery information is entered into the PA WITS system weekly, and all data is expected to be entered by the first Monday of each month. The Behavioral Health Manager reviews the data entered into PA WITS, utilizing the tracking logs to compare data for accuracy. SAP liaisons provide demographic data weekly to Behavioral Health Manager which is then compiled into a central log for efficient tracking. Data is reviewed by both manager and liaison during scheduled supervision for accuracy and is entered into the MPER reporting system

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monthly. Demographic and service data are also entered into the JQRS reporting system quarterly. The Behavioral Health Manager conducts analysis and then formulates targeted comparisons against county, state, and federal metrics to identify improvements to make and to ensure we are working with our partners to deliver improvements in program quality. In addition, all programmatic goals at Auberle are measured against national benchmarks as identified by the Alliance for Strong Families and Communities Benchmarking Initiative. As a participant in this initiative, we can gain insight into the effectiveness of service delivery, finances, and efficiency.

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

[Click here to enter text.](#) Auberle's program staff monitor the progress of the program to ensure that it maintains compliance with proposed and expected outputs. At Auberle, we take pride in ensuring that overall service delivery to children and families served is provided through quality, effective, and measurable means that are in concert with program outcomes and Auberle's mission, values, and goals. The Behavioral Health Department staff receive annual training in areas of quality service delivery, compliance, fraud, waste, and abuse, as well as ethics to make continuous improvements to our programs.

Data including number of screenings, school training/education, referrals, successful connections to resources, and ongoing contacts are monitored and addressed in regularly scheduled supervision sessions with the SAP liaisons. In order to monitor quality and record keeping for students served by the SAP program, the Behavioral Health Administrative Assistant will conduct a random sampling of 25% of client files in order to conduct internal audits. The results and feedback from the internal audit will be provided to both the SAP liaison and Behavioral Health Manager to ensure any necessary improvements are made. The feedback and action steps are reviewed in supervision to develop plans from quality improvement. The Behavioral Health Manager conducts analysis of the internal reviews to identify patterns and develop action plans to address ways to improve quality.

Specifically regarding our SAP Program, our SAP liaisons distribute annual surveys to district staff in order to obtain feedback regarding the effectiveness of service delivery within the district and receive feedback on improvements that can be implemented into service delivery.

Budget (10 points possible) is not included in page count. You may submit the budget as an attachment [e.g., Excel file] or in the space below.

18. Provide a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining your organization's SAP at the ideal capacity you listed in the beginning of the Application.
See budget attachment

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19. Provide a budget narrative that clearly explains and justifies all line items in the proposed line-item budget.

Personnel: Our personnel costs consist of 3 full time SAP liaisons at \$40,000 per liaison totaling \$120,000. We also included a small portion of our Director of Behavioral Health Services' time at \$8,000 as well as a portion of a SAP Supervisor's time at \$10,000. We budgeted 22% for fringe benefits for each one of these positions or \$30,360.

Training: We allotted \$1,500 per year for additional staff training that Auberle finds would advance the professional development of the SAP liaison. These trainings would be in addition to what is required through the Student Assistance Program.

Transportation/Travel: Auberle estimates that each SAP liaison would drive approximately 30 miles a day, totaling 600 miles per month per liaison. As the federal mileage rate is \$0.585 per mile, the total transportation budget for the school year months is \$10,530. (600 miles x 3 liaisons x 10 months x \$0.585 mileage rate=\$10,530).

Equipment: We will provide a laptop to each SAP liaison estimated to be \$1,958 per laptop totaling \$5,874.

Other: We estimate the initial cost of an Internet Jetpack to be \$30 and an additional \$408 per year. The Internet Jetpack would be essential to the SAP liaison's work as internet access might not be available or reliable depending on where they are working.

We add 10.5% administrative costs at \$19,696 and .6% insurance at \$1,125.

Total: \$208,399