



Allegheny County Department of Human Services

# RFP Response Form

## RFP for Teen Programming

### PROPOSER INFORMATION

Proposer Name: YouthPlaces, Incorporated

Authorized Representative Name & Title: Cynthia L. James, President & CEO

Address: 711 W Commons Pittsburgh PA 15212

Telephone: 412-434-0851

Email: cjames@youthplaces.org

Website: youthplaces.org

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

Date Incorporated: April 16, 2005

Partners included in this Proposal: SLB Radio Productions, US Department of Justice, Beta Builders, The Queens Gambit, Steeltown Film Academy, The Pittsburgh Downtown Partnership, The Pittsburgh Knights, and MBK Pittsburgh, Triumph Church, Allegheny County Housing Authority, McKeesport Housing Authority, Pittsburgh Public Schools

How did you hear about this RFP? *Please be specific.* YouthPlaces currently has a contract with DHS, therefore we receive most communications from our Manager of School Aged Programs. We also are on the general list-serve for RFP announcements.

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	Cynthia L. James	412-434-0851	cjames@youthplaces.org
Contract Processing Contact	Weston White	412-434-0851	wwhite@youthplaces.org
Chief Information Officer	Uwe Calloway	412-434-0851	ucalloway@youthplaces.org
Chief Financial Officer	Diane Schlegel, Contractor	412-434-0851	accounting@youthplaces.org

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MPER Contact*	Saira Walia	412-434-0851	swalia@youthplaces.org
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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.  
Please see attached

Board Chairperson Name & Title: [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.*

Christian Hughes, Chief Executive Officer, Drafting Dreams [REDACTED]  
[REDACTED]

Chanessa Shuler, SLB Radio, [REDACTED] [REDACTED]

Dr. Ron Brown, Owner, FifthQuarter, [REDACTED] [REDACTED]

### PROPOSAL INFORMATION

Date Submitted 3/1/2022

Amount Requested: \$820,000

### 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.

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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>.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- Audited financial reports or other financial documentation for the last three years
- W-9

## **REQUIREMENTS**

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 12 pages. (Pages 1-3 are not included in the page count).

## **RFP for Teen Programming**

### ***Organizational Experience (20 points possible)***

1. Describe your organizational experience serving the target population, specifically teens from diverse communities and populations. Please including examples of ways in which your organization connects with teens.

Since 1997, YouthPlaces (YP) has been a leading out of school provider in the region for supporting youth who are harder to reach and/or whom are not enrolling in traditional after school programs. Founded as a priority of the Youth Crime Prevention Council, establishing ourselves in 18 neighborhoods throughout our history, YP's impact for supporting hard to reach youth in defining clear pathways and setting goals for success has been grounded in the one-to-one relationships we've built with youth from across the region. With our indigenous leadership approach, youth immediately identify with our staff and are more amenable to trusting our direction away from at-risk behaviors and environments. Additionally, YouthPlaces current operations in neighborhood sites/communities across the region distinguishes us from other models in that we are accustomed to managing large volumes of youth in public settings. YouthPlaces develops the skills of the young people we serve—ages 13 to 17 by building the skills, motivation, and confidence they need to be successful. Neighborhood-based adult mentors and youth leaders shape quality out-of-school-time programs that serve more than 1,600 youth (pre-pandemic numbers averaged) year-round.

Since late 2016, when YouthPlaces hired its first President & CEO, the organization has spent time strategically working alongside youth, families and stakeholder groups (community based organizations, funders, and business owners) to identify our impact and where we are properly positioned. In 2017, we launched our Remaking YouthPlaces three-year strategic framework. ReMaking YouthPlaces was an initiative to build and implement a new, holistic delivery model for our afterschool enrichment services, so that we can bridge both the opportunity gap and digital divide of youth living in impoverished, vulnerable communities. Aligning with our strategic priorities, "Pathways to Success," ReMaking YouthPlaces resulted in the following:

- Implementation of the Sanctuary Model of trauma-informed care through the Andrus Sanctuary Institute;
- Restructured the program team to be more academically and technologically savvy towards supporting youth in upskilling;
- Streamlined programs and designed curriculum for Project-Based Learning;
- Enhanced technology and provided access to maker space;
- Implemented a strengths-based case management system that better prepared teens for post-secondary success; and,
- Partnered with other agencies to build a collective impact strategy that simplified teen pathways via resource and service integration.

Notable teen impact during our tenure:

- Over 20,000 teens between the ages of 13-17 accessed one or more of our eighteen locations receiving academic enrichment support, access to college/career networks, & mentoring and leadership development opportunities in safe, in-neighborhood communities;

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- 65% of youth served in our 21st Century Community Learning Centers achieved an increase in academic proficiency in science, reading and social and emotional learning;
- Provided 180 youth and young adults (ages 16-24) workforce development certifications in OSHA and Serv Safe with 75% job placement and,
- Over 1,000 youth participated in eight college fairs with over 40 universities in attendance (annually) and Historically Black Colleges and University's from across the country with over 80% of graduating seniors enrolled.

In March of 2020, when the COVID-19 pandemic shut down the region's after-school programs, YouthPlaces immediately took action to acquire technology devices for our students whom were unable to secure them through their school districts, purchasing 50 chrome books with data so that students could have access without having to utilize home Wi-Fi. We also partnered with school districts and families to deliver the paper work packets being disseminated to keep teens on target with their school-work demands to families and homes. We were also the first to establish remote learning HUBS for the 6th-12th grade population in three locations throughout the city to ensure families with older children had a safe space to send them and to also provide them on-site supports if struggling in school. To secure our families highest needs, we created a meal delivery model where over 500 families received weekly meals and essential needs packets.

During program year 2020-21, YouthPlaces facilitated a strategic planning process that enabled the organization to establish regional impact priorities for the next three years. Our planning process included an update to our mission, vision and values and strategic priorities as follows:

- increase responsiveness to youth and families through advocacy, programming, service delivery model (drop-in and enrollment), and trauma informed care;
- strengthen the organization by diversifying fundraising efforts, building staff development models, and the board of directors; and
- expand our organizational reach through identifying new program locations in highest areas of need.

### 2. Describe your organizational experience working in high-need communities.

Founded in 1997, YouthPlaces has been a regional leader in providing programs in areas of high-need throughout the Pittsburgh and Allegheny County regions. Most of our work has been in public housing authorities through partnerships with the City of Pittsburgh Housing Authority, Allegheny County Housing Authority, and the McKeesport Housing Authority. Programs not located in public housing authorities were embedded in communities where there was a safe, walkable facility like Citiparks, where we provided teen-based programming for over 20 years. YP designs its after-school programming to correspond with schools in the Allegheny County area identified by low achievement and where youth ages 13-17 in grades 6th – 12th attend schools where over 90% of students are economically disadvantaged. YP has operated in 18 neighborhoods/communities in Allegheny County and in the Greater Pittsburgh region in the communities of Beltzhoover, Wilksburg, Homewood, Hazelwood, Northside, East Hills, Northview Heights, Pleasant Ridge, Duquesne, McKees Rocks, Clairton, the Hill District, Manchester, Knoxville, Sheraton, and McKeesport. This strategic reach distinguishes YP from other models in that we manage large volumes of youth in public settings. As an agency on the Sanctuary-certification track, YP develops the skills of the young people we serve by building

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the skills, motivation, and confidence they need to be successful and by recognizing that many of the youth we serve have experienced trauma in their lives which contribute to their current difficulties. YouthPlaces has stayed open and available to teens all year round, for 4-5 hours daily since our inception. We have created opportunities for teens in high-need areas to safely congregate, connect with positive leaders FROM their neighborhoods, and build capacity around reaching their goals. Our model has been verified by many different entities such as the University of Pittsburgh-Center for Urban Education, Indiana University, and the Department of Education.

The students who attend YP programs are not your traditional high achievers. These are teens whom often do not have the home or community supports through equity disparities in the school and political systems. YouthPlaces has built relationships with community stakeholders, political affiliates, school districts, and community agencies that has a far reach and continues to do so, even in some of our worst times, such as the pandemic. Our only target audience is the hardest to reach youth. In fact, over 65% of our teen population we serve are black males, which is higher than the national average for that demographic attending after school. YouthPlaces is an established organization that has been in youth development for 25 years. YP has seen the evolution of youth development and has deep seeded roots in Pittsburgh and surrounding communities and we are evolving with it.

3. Describe your organization's commitment to serving all individuals regardless of their race, ethnicity, sexual orientation, gender identity and expression (SOGIE), intellectual or physical ability, English language proficiency or life experiences. Provide specific approaches used and examples of how they are reflected in your work.

In practice, YouthPlaces believes that our teens are people first, regardless of how they identify. This is reflected in providing activities that aren't specific to gender, race, able-bodied, etc. to ensure that everyone feels welcome and safe emotionally. Our strengths-based case management system, known as the personal growth plan, enables our Manager of Behavioral Health to connect with youth when exploring the ways in which they receive the proper supports or referrals when needed.

YouthPlaces commitment to serving all teens, their families, and communities is deeply embedded in our practices. Recently, we have begun preliminary work with the Hugh Lane Foundation to implement staff development and site structures that enable us to put into practice our non-discriminatory practices so that teens and their families feel that the safe spaces we create aren't just physical in appearance. Recurring training and partnership with the Hugh Lane Foundation will include updating any language deficiencies we have from our website, print literature, policies, and social media.

### ***Program Design (55 points possible)***

4. Provide an overall description of your proposed Programming and how it will provide teens with the opportunity to engage in enriching and interesting activities. If applicable, include how input from teens and/or best practice research was/will be taken into consideration in the design of the Programming.

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Throughout the 2020-21 program year, YouthPlaces hired consultants to facilitate a strategic planning process. A component of that process identified key stakeholders and hosted a series of interviews which included current enrolled teens in our programs and alumni who aged out of the after school service delivery model. We wanted to ensure that youth voice was at the center of creating our plan. Through the series of conversations, teens and alumni were able to identify how they would best like to be served in an after school model through YouthPlaces. The responses included:

- having longer hours whereby they are able to drop-in;
- activities that align to their current interests;
- hot meals;
- monthly field trips;
- (finding?)minding a job;
- recreation; and,
- a safe space to hang with their friends.

From these conversations, Youthplaces was able to build a youth advisory group that will begin working alongside program-level direct staff to provide input on proposed activities and opportunities to ensure consistent alignment with their interests. This advisory group is matched with staff to support them in being more specific with their requests, but also provide them the space to assert leadership and skill-development when working on teams. This advisory group, known as YP-LEADS, will also enable teens to participate in professional and workforce development skill-building that will support them in also identifying goals for their own futures.

During this process, it was noted, overwhelmingly, that there was a high need for programming in areas where families with teens and young children have been pushed out due to the economic development happening with the city limits. We employed a CORO Fellow in Public Affairs to conduct a market feasibility research study of urban and suburban areas of Pittsburgh examining various factors (i.e. need, population under 18, middle and high schools, out-of-school time resources, etc.) with the following goals:

- To identify a minimum of five communities/areas in urban and suburban areas of Pittsburgh that could benefit from a YouthPlaces facility based on examined factors.
- To guide subsequent community needs assessments and support YouthPlaces' strategic plan prioritizing expansion.

The assessment and collection of information for expansion recommendations included the following:

1. Identified areas by need (family poverty, lack of educational attainment, female led households with children, male unemployment)
  - a. average rate of 911 dispatches for shots fired/reported per capita
  - b. narrowed list of extreme and high need areas through determining areas with large populations under 18 years old
  - c. examined diversity by predominant racial or ethnic group
  - d. examined past and predicted economic opportunity
  - e. recorded list of local high and middle schools for each area
  - f. found existing out-of-school time (OST) programs/providers for each area
  - g. examined proximity and accessibility of public resources (Public transit, Parks, Libraries Recreation centers, and Community centers).
2. Informational interviews

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- a. identified and contacted key individuals/organizations.
3. Data compilation & synthesis
  - a. Compiled and compared list of areas demonstrating extreme/high need and large population under 18 with the above examined factors. Supports utilized from Allegheny County DHS Out of School Time studies

The results of the study concluded that the following 8 areas/neighborhoods exhibit extreme/high need, large populations of youth under 18 years old, lack of out-of-school time programs/providers, few spaces for youth (i.e. parks, recreation centers), and high barriers to social mobility. Additional areas for consideration include Clairton, Larimer, Lincoln-Lemington- Belmar, Garfield, and Bedford Dwellings/Crawford-Roberts.

- East Hills\*
- Braddock/North Braddock/Rankin
- Duquesne\*
- Glen Hazel/Hazelwood\*
- West End and McKees Rocks
- Knoxville
- Northview Heights
- Sewickley

Communities marked with an \* are neighborhoods where YouthPlaces has had prior site presence, but had to leave due to resources.

We are excited to implement groundbreaking and innovative new strategies that are documented in our strategic plan. From the active youth voice, we incorporated into the plan we learned directly from our teens that youth who engage in activities that are self-selected are more likely to participate on a recurring basis, such as gaming, music, maker spaces, etc.. Activities which are typically regarded as hobbies will be structured into learning experiences as well as career exploration and opportunities. One other critical piece of learning that we incorporated into our model is that teens do not want to come to after school programs that are designed like school, after spending most of their day in that environment. They want to explore, have fun, nourish their bodies, and feel excited about their future. Our model includes a SEE/LEARN/DO approach whereby teens will be able to SEE what they can achieve through YouthPlaces exposure activities, have the ability to LEARN all the aspects of the activity/opportunity and then DO the activity through an entrepreneurship opportunity, higher education or even a career. Exposure is important and YouthPlaces will provide these spaces to youth that would not otherwise be available to the demographic we serve. Young people will want to come to YP because it's not like school and through our creative methods we will be providing them learning opportunities that are not like traditional sit in your seat and listen learning.

YouthPlaces approach to programming includes a SEE/ LEARN/DO elective model, offered in 8-week cycles. Youth/parents will have the opportunity to enroll into programs or activities that interest them or their teen. YP will stay true to having both structured programming as well as a drop- in opportunities for youth to gather as we have traditionally done over the past 25 years. However, we will turn Hobbies into Opportunities (YP-H2O), tapping into the activities that youth are already doing on their free time and expand on how they can be turned into not only



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educational, but development opportunities associated with their life goals. We will foster an environment where youth will want YouthPlaces to support their ability to thrive in their passions and interests. Thus, creating safe spaces and experiences that inspire young people to imagine, explore, and design their futures. Turning Hobbies into Opportunities (H2O) provides a positive space for young people to build character, learn survival skills (financial literacy, social skills, and communication), network and most importantly, utilize a space where they can be comfortable and have the opportunity to fail in a non-judgment environment. At YP we look at missing the mark (failures) as opportunities for improvement and not stagnation. When a teen feels safe and supported they will often try something new they may have never been exposed to.

YouthPlaces plans to provide our programs at our existing four facilities on the Northside, Larimer, McKeesport, and Downtown Pittsburgh and expand our programming to as discussed further. These four facilities are known as our HUB facilities as they have the space and amenities needed to serve multiple surrounding neighborhoods/communities. Our data shows that our locations have teens from over 17 neighborhoods attending. Our Northside HUB location has teens attending from Northview Heights, Manchester, Central Northside; Larimer HUB has teens from East Hills, Wilkinsburg, Homewood, Lincoln/Larimer; Downtown Pittsburgh HUB has teens from The Hill District, South Hilltop, Northside, Braddock, and Rankin; and, our McKeesport HUB services McKeesport teens only. Additionally, utilizing the information collected in November – December 2021, YouthPlaces is proposing to host programming for teens ages 13-18, and or site locations, for 80 slots (20 per location) in the following three communities during fiscal year 2022-23: West End, McKees Rocks, Duquesne, and Sewickley. Preliminary conversations with the Triumph Church, Allegheny County Housing Authority, The Pittsburgh Knights, and MBK Pittsburgh have established partnerships, however exact facility locations have not been acquired as of the date of this proposal, as we just began conversations in January for location potential. However, we have discussed a few primary locations but need to acquire the resources prior to pursuing leases and memorandums of understanding. Our programming will be Monday through Thursday and two Friday's per month and be open on average for 4 hours per evening for 48 weeks/year. Upon attendance at our sites youth will have an opportunity to participate in eight different program offerings:

- **YP-WORKS:** our workforce-centered programs designed around the future of work for teens who are interested in obtaining jobs. This workforce development program includes soft and hard skill development through our 1<sup>st</sup> Jobs curriculum. Partners in this initiative include MBK Pittsburgh, the Pittsburgh Knights, and the US Department of Justice to name a few.
- **YP-FUTURES:** college and career planning which includes our case management portfolio of strengths-based personal growth plans. Our partners in this work include most local and national college and universities. In this program we take teens on a Promise Tour throughout Pennsylvania to connect their Pittsburgh Promise grants to the vast array of higher education opportunities in PA. We also conduct an annual college fair attended by well over 400 students per year.
- **YP-TECHBUILDERS:** a basic skills proficiency designed to support current regional education systems. This program teaches teens digital literacy, website design and coding amongst general skill development like typing, using Microsoft, etc. This program is facilitated in partnership with Beta Builders.

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- **YP-LEADS:** a teen leadership development and advisory council where teens will acquire the soft and hard skills of leading positive youth development programming and being connected to regional youth leadership opportunities. This programming also includes our Big Homie mentoring initiative offered to all teens in our programs. As we realized the increase in peer-to-peer violence in the schools and in neighborhoods, we immediately took action to create an opportunity for parents to enroll their youth in our mentoring program where youth will be matched with neighborhood leaders who were previously led down a wrong path. It is our intent to make connections with youth and these young adults to help them solve problems effectively and offer trauma-informed care.
- **YP-PLAYS:** this programming is designed around creating fun environments for teens to let off steam or build upon their in-school sports and recreation goals. This program also includes a gaming and coding partnership with the Pittsburgh Knights and MBK Initiative.
- **YP-LEARNS:** our in-house education-based programs and for teens who desire to continue their academic enrichment goals and have a safe space to study, get tutored and participate in fun project-based learning. This program is facilitated by our Manager of Education whose collegiate background includes a degree in Education.
- **YP-MAKERS:** through our state of the art maker-space, teens are able to engage in their creative expression and entrepreneurship goals. With our in-house recording studio teens will work with partners such as Steeltown Media and SLB Radio.

Having this variety of options enables teens to opt-in to whatever suits their interest. These programs are designed for the drop-in, self-selection, or parental enrollment approach. Curriculum and supports are designed around teens entering at any point and being able to participate in one day, or in eight-week cycles with deliverables.

5. Describe how your Programming will provide a physically and emotionally safe space for teens.

The YouthPlaces model was one of a few community-based organizations in the 90's that understood that youth needed access to safe, holistic spaces in their communities. We have always provided safe physical and emotional spaces for young people to plug in to peers, mentors and community adults. We do this by identifying in-neighborhood facilities that are accessible and safe to walk to, and utilize those facilities to create programming structures that are youth-centered so that teens feel safe to explore their extra-curricular interests. The African proverb states, "It takes a village to raise a child." YP seeks to be the conduit that will provide the connection between peers, school and community. Very similarly to how we operated during the COVID-19 pandemic with our learning hubs, we provided a safe space, emotional support, academic support as well as provided a voice to parents and school officials. Upon realizing how the pandemic was impacting our regions most vulnerable teens, we employed a Manager of Behavioral Health to help mitigate situations such as helping teens to positively interact in a congregate setting, conflict resolution, etc.. Many of your youth spent time disconnected from peers and adult interaction, which caused a lack of healthy social skills and strong decision-making. With our behavioral health strategies youth will be able to work through situations with the aid of trusted, educated and informed adults.

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6. Describe how your Programming will provide teens with opportunities to make positive connections to peers, adults and their community.

Unlike other in-neighborhood youth development programs, YouthPlaces reach is vast.

Although we are located in various neighborhoods, our history of programming reflects our ability to bring teens, communities and parents together from these neighborhoods through our programs. For example, our recording studio is only located at our Northside location, but we are able to bring young people from all of our neighborhoods together to collaborate on a podcast and recording opportunities. These are teens that never would have the opportunity to go into another neighborhoods and do this themselves. Our approach has always been building bridges between neighborhoods whether it's through recreation, mentoring, or events (e.g. college tour). Teens who would not normally form friendships due to neighborhood divisiveness or accessibility are able to mitigate those challenges through YouthPlaces.

Our indigenous leadership approach is one that has been highly regarded throughout our years of existence. As one of the first groups to hire individuals from the communities to serve as mentors and/or staff, has enabled us to build trust connections as teens see these people living in their neighborhoods and experiencing some of the same challenges they do, thereby building trust more effective. These indigenous leaders also have connections with their families and therefore, make it easier to build a trusted communication cycle between parent, teen and staff.

7. Why do you think teens will want to participate in your Programming?

As mentioned previously, during our strategic planning process, we activated youth voice to develop the priorities around organizational and programming development. Our entire approach to programming mentioned above was developed by youth. During Summer 2021, we piloted our Hobbies2Opportunities approach with 75 youth throughout the county. Youth responses to this model was affirmed through our 90% retention rate in attendance. In prior years, we have hosted programs that were very rigid and outcomes driven and over time we noticed a significant decline in attendance in our eight week cycles. Studies show that youth who engage in activities that are self-selected are more likely to participate and be active, such as gaming, maker spaces, etc.. Young people will want to come to YP because it's not like school and through our creative methods we will be providing them learning opportunities that are not like traditional sit in your seat and listen learning. Activities which are typically regarded as hobbies will morph into learning experiences as well as career opportunities.

8. Describe how you will market your Programming and open referral pathways.

Our YP-H2O programming is an innovative and different approach to afterschool programming. We will promote our efforts by connecting with our partner school districts and ask for referrals of youth that would benefit from our programming, referrals from youth serving agencies, as well as from promotion on social media to parent groups. We will provide traditional flyers and email blast to market our programs in schools and hand delivery through neighborhood outreach. We will have YP days at our partner locations, partner schools and sites to generate interest /benefits and peak curiosity about YP.

Youth advocates are the best form of advertisement because they can tell all about the benefits of YP to their peers and in the community.

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9. Describe how you will staff your Programming and the strategies you will use to recruit, hire and retain racially diverse staff, staff with relevant lived experience and staff that reflect the population served.

Our indigenous leadership approach has been one that served YouthPlaces well over our 25-year history. Offering employment to individuals who may have formally been a victim of their communities lack of resources and opportunities has enabled us to build trust with our teens and their families. YP has deployed a strategy of hiring from the neighborhood where our sites reside and even hiring YP teens. YP teens, as well as community members, understand the benefits YP provides and can articulate that accordingly. We practice the philosophy that representation matters when young people see successful individuals that look like them with similar backgrounds, it speaks volumes and draws positive attention to YP.

One very important fact about YP is that we recruit from within. For example, both our Director of Programs and Partnership and Manager of Education were former YP kids at our Northview Heights programs. They have stayed connected with YP over the past 15 years and have ascended from site staff to leadership staff. Our Chief Operating Officer started out as site staff in our Beltzhoover neighborhood site, where he also grew up, and is now a primary leader on our team. This type of continuity and recognition from teens instills hope that they too can live in these areas and still ascend to their highest potential. We are committed to that continuity model.

10. Describe how your Program set teens on a positive trajectory toward adulthood and any skills you expect teens to gain (e.g., socioemotional, leadership, workforce-related, conflict resolution skills).

Our programming includes mandatory case management (not articulated to the kids, but with staff) and mentoring. Our personal growth plan is a comprehensive case management system that enables teens to have one-on-one conversations with a trusted adult and document their progress throughout their time with us. These personal growth plans include goal setting so that YouthPlaces can support the teen and family in accessing the resources needed, liaising conversations with school administration, and support the parent in acquiring the necessary supports to ensure the teens goals are met. Additionally, we worked with the Urban Kind Institute to develop a social and emotional learning assessment that all teens complete to determine what specific supports they need day to day in developing in to positive adults. The SEL assessment is one that is specific to the YP teen and the various barriers they encounter socially and emotionally navigating school, home and community challenges. This assessment enables us to design touchpoint communications and development opportunities for each teen to help them resolve conflict, increase academic proficiency and build peer-to-peer relationships.

### ***Implementation Challenges (15 points possible)***

11. If your Program experiences low attendance, how will you engage more teens?

We recognize we will experience some challenges as we move forward with an innovative strategy. We anticipate the strategic planning and changes to our organization, staff will have to buy into a new way of operating. How we once engaged teens may not be how we are going to engage them going forward. While change may be considered a challenge we look at it as an opportunity to grow. We will operate from a strength based model, concentrating on where staff thrives while coaching any deficits. Through building connections with school/district administration and teachers and parents, we know that continued contact between the three

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entities is critical to ensuring a teens success in any venture they embark upon. Through our live CitySpan CRM system, we are able to acknowledge in real time when a teen or parent will need a touch point and we will be able to respond accordingly to ensure the teen is getting the necessary resources they need to be successful. We will also have a rewards program designed around frequent attendance and youth recruitment. Not necessarily a pay for play situation but rewarding young people for being consistent and loyal.

12. If one of the teens in your Program experiences behavioral or mental health issues, what will you do?

YouthPlaces has an on-site Manager of Behavioral Health (MBH) whom holds a Masters degree in Social Work from the University of Pittsburgh who oversees the one-to-one case management we conduct with all teens who attend YouthPlaces. Before any teen gets to the breaking point of an issue, we have staff in place that have a strong relationship with the teens to see warning signs. By catching warning signs early, we are preventing a crisis from snowballing. When teens display signs of behavioral or mental distress the staff talks to the Manager of Behavioral Health to formulate a plan of action that can be implemented over the next few days that will hopefully help said teen from progressing their distress any further.

If an issue does present itself abruptly, the staff is to use their rapport to learn what is happening and causing the issue. This is done by finding a safe space away from others to have an honest conversation. After listening and learning, staff formulates a plan that can go multiple directions. Staff may have to disclose to the teen that a call to a parent or guardian is what is best. Staff can provide needed resources to the teen or to the parent/guardian for what the best next steps on the matter could be (if it is out of our capacity.) Staff can also call the Manager of Behavioral Health to discuss the matter and hear input about what next steps could look like at the program or at home.

The most important thing that is done during an issue around behavioral or mental health is that the teen knows they are safe and supported. That is achieved by actively engaging in conversation centered around the issue and giving the agency to the teen about how to move forward.

13. If a parent of a teen in your Program expressed the family's need for support outside of what your Program can provide, what will you do?

Over the years, YouthPlaces has created strategic alignment priority partnerships. These partners which can include food assistance, behavioral health, homeless resources, etc, enables us to connect families with resources that we cannot otherwise provide. While we have developed stop-gaps for our youth we will also provide a holistic approach to family. Programs are typically designed for our youth, but realize having a positive impact on the youth will draw the family. We look to provide workshops and services that will be exclusively for YP parents. As we will have a youth activities calendar we will have a parent workshop calendar which will engage parents in workshops and programs which will be beneficial to them. Like the youth, parents will participate in activities that are of interest to them. This is an exciting way to engage our YP parents. YP also recognizes that we will not have the answers to all situations and problems. Our Behavior Health department is positioned to provide additional resources and

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support to our families. We strive to be a one stop shop of support for our youth, family and community.

### Budget (10 points possible)

14. In the space below, provide a detailed one-year, line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Programming.

Line Items or Objects of Expense	DHS Funds	Other Sources (e.g., fees, subsidies, etc.)	TOTAL BUDGET
<b>I. PERSONNEL</b>			\$ -
Salaries/Wages (List each position below; if more space is needed add rows)			\$ -
Site Directors (2) (FTE)	\$ 52,000.00	\$ 52,000.00	\$ 104,000.00
Site Coordinators (8) (FTE)	\$ 140,000.00	\$ 140,000.00	\$ 280,000.00
Site Enrichment Coaches (8) (PTE)	\$ 74,880.00	\$ 74,880.00	\$ 149,760.00
Program Managers (3) (FTE)	\$ 72,000.00	\$ 72,000.00	\$ 144,000.00
Associate Director (FTE)	\$ 35,000.00	\$ 35,000.00	\$ 70,000.00
Manager of Behavioral Health (1) (FTE)	\$ 25,000.00	\$ 25,000.00	\$ 50,000.00
Data Analyst and Coordinator (1) (FTE)	\$ 20,500.00	\$ 20,500.00	\$ 41,000.00
Employee Payroll Taxes (FT @ 16)	\$ 26,354.25	\$ 32,082.57	\$ 58,436.82
Employee Benefits (22 % of Salaries) (FT @ 16)	\$ 75,790.00	\$ 75,790.00	\$ 151,580.00
Employee Benefits Payroll Taxes Only (PT @ 8)	\$ 5,728.32	\$ 5,140.80	\$ 10,869.12
<b>TOTAL PERSONNEL</b>	<b>\$ 527,252.57</b>	<b>\$ 532,393.37</b>	<b>\$ 1,059,645.94</b>
			\$ -
<b>II. OPERATIONS</b>			\$ -
Facility Expenses - rent (13,100 cost/mo. x 12 mos. = cost/year) (4 facilities that charge rent)	\$ 78,600.00	\$ 78,600.00	\$ 157,200.00
Utilities -gas electric water etc.(6750 specify cost/mo. x 12 mos. = cost/year)	\$ 40,500.00	\$ 40,500.00	\$ 81,000.00
Professional Development and Training	\$ 7,100.00	\$ 7,100.00	\$ 14,200.00
Program Transportation (bus tickets, mileage, etc. for participant transportation to site)	\$ 15,800.00	\$ 15,800.00	\$ 31,600.00
Program Materials and Supplies (toys, games, books, curricula, etc.)	\$ 30,000.00	\$ 30,000.00	\$ 60,000.00
Office Supplies (cost per staff)	\$ 3,000.00	\$ 3,000.00	\$ 6,000.00
Contracted/Technical Services (trainers artists speakers computer/IT support etc.)	\$ 42,500.00	\$ 42,500.00	\$ 85,000.00
Field Trips & Outings (Program Funded; est. cost for tickets, transportation, food/refreshments )	\$ 12,500.00	\$ 12,500.00	\$ 25,000.00
Other (specify): College Visits: Tour, and Fairs	\$ 28,352.36	\$ 28,352.36	\$ 56,704.72
Insurance - General Liability; Commercial; Umbrella	\$ 21,715.60	\$ 21,715.60	\$ 43,431.20
<b>TOTAL OPERATING</b>	<b>\$ 280,067.96</b>	<b>\$ 280,067.96</b>	<b>\$ 560,135.92</b>
			\$ -
<b>III. EQUIPMENT</b>	\$ 11,500.00	\$ 11,500.00	\$ 23,000.00
			\$ -
<b>IV. INDIRECT COSTS</b>			\$ -
			\$ -
<b>TOTAL INDIRECT</b>		\$ -	\$ -
			\$ -
<b>TOTAL BUDGET</b>	<b>\$ 818,820.53</b>	<b>\$ 823,961.33</b>	<b>\$ 1,642,781.86</b>

15. In the space below, provide a budget narrative that clearly explains and justifies all line items in your proposed line-item budget.

The proposed budget above reflects a total cost of our programs with a direct 50% cost allocated to DHS and 50% being achieved through additional fundraising, foundation support, and other sources.

To facilitate programming at eight high needs locations throughout the county YouthPlaces has the following justifications:

- 1) Personnel: To facilitate effective, high quality Youth Development programs, YouthPlaces needs to provide competitive salaries associated with the functions of the role. We utilize the Bayer Center for Nonprofit Management salary and wage report to determine our pay ranges to ensure that we're offering livable wages, as well as skill-based monetization. All positions listed within personnel are direct expenses, not associated with general operations or indirect costs of the organization.
  - a. Site Directors: Core responsibilities to oversee the efficacy of programs, staff and student operations at the 8 sites. Each Director will be responsible for several sites within a specific region.

## RFP for Teen Programming

- b. Site Coordinators: Core responsibilities include overseeing program enrollment and engagement, student retention, mentoring matches and case management touch points.
  - c. Site Enrichment Coaches: part time staff whom work directly at sites with teens on program activities and providing support to program partners.
  - d. Program Managers: Core responsibilities include curriculum design and co-design internally and with partners; training the site coordintaors, enrichment coaches and program partners on curriculum and approaches. Connecting YP programs with other regional activities aligned with program outcomes.
  - e. Associate Director: Oversee direction and implementation of all YP sites, staffing, development opportunities (staff), and partnerships.
  - f. Manager of Behavioral Health: Core responsibilities include overseeing direction and implementation of the strengths-based case management model.
  - g. Data Analyst and Coodinator: Core responsibilities include ensuring accurate data collection at site level and integrating it into our CitySpan CRM system; managing coordination of program level supports such as supply purchases.
- 2) Operations: The expenses associated with operations are direct costs for running programs out of our facilities. The specific expenses are detailed in the budget above and include:
- a. Facility Expenses – YouthPlaces primary HUB locations are leases and we must pay rent to owning entities.
  - b. Utilities -gas, electric, water, etc.(6750 specify cost/mo. x 12 mos. = cost/year)
  - c. Professional Development and Training
  - d. Program Transportation (bus tickets, mileage, etc. for participant transportation to site)
  - e. Program Materials and Supplies (toys, games, books, curricula, etc.)
  - f. Office Supplies (cost per staff)
  - g. Contracted/Technical Services (trainers, artists, speakers, computer/IT support, etc.)
  - h. Field Trips & Outings (Program Funded; est. cost for tickets, transportation,food/refreshments )Other (specify): College Visits; Tour, and Fair
  - i. Insurance - General Liability; Commercial; Umbrella
  - j. Equipment – general leasing of equipment like copier

**Executive Director**  
Larry Berger

**Executive Producer**  
Rikki Berger

**Director of Programs**  
Chanessa Schuler

**Director of Operations**  
Robert Gray

**Director of Development**  
Susan Blackman

**Manager of Special Projects**  
Tad Wissel

**Manager of Production &  
Distribution**  
Chad Green

**Senior Staff Educator**  
Ben Rutkowski

**Staff Educators**  
Britt Haefeli  
Deanna Baringer

**Associate Producer & Community  
Engagement Coordinator**  
Alexis Thompson

**Board of Directors**  
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Rikki Berger  
Ken Doyno  
Amber Farr  
Ryan Hizer  
Mark R. Kuczinski  
Carol McCague  
Liz McBride  
Bruce Mountjoy  
Matthew Nelko

**Advisory Board**  
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Kevin Amos  
The Honorable Max Baer  
Lisa Dennis  
Holly Dick  
Hilda Pang Fu  
Lourdes Karas  
Marge Lubawy  
W. Thomas McGough, Jr.  
Darren Morton  
David Parker  
Paula Purnell  
Gregg Stewart  
Joan Stewart  
Richard Stuempeges  
David Tamulevich  
Annie Trimble  
Mark Weakland

The official registration and financial information of SLB Radio Productions, Inc., may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania, 1-800-732-0999. Registration does not imply endorsement.

March 1, 2022

Ms. Cynthia James  
President/CEO  
YouthPlaces  
711 West Commons  
Pittsburgh, PA 15212

RE: Allegheny County DHS RFP for Teen Programming

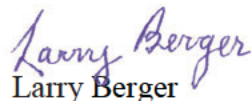
SLB Radio Productions is pleased to support YouthPlaces in its application for the referenced grant. It's been our pleasure to partner with YouthPlaces after-school programs over the past several years. We're grateful to collaborate in providing exposure, access, and education for youth in the communities we serve and are proud to work together on what we hope is a model partnership for our region.

We fully support your application and are committed to providing our enrichment programming in collaboration with YouthPlaces.

Please don't hesitate to contact me at [REDACTED] if we may provide any additional details.

Best wishes for a successful proposal!

Sincerely,



Larry Berger  
Executive Director  
SLB Radio Productions, Inc.





**U.S. Department of Justice**

*United States Attorney  
Western District of Pennsylvania*

*Joseph F. Weis Jr. U.S. Courthouse  
700 Grant Street  
Suite 4000  
Pittsburgh, Pennsylvania 15219*

412/644-3500

March 1, 2022

Allegheny County Department of Human Services  
Pittsburgh, PA

RE: Letter of Support for Youth Places re: Out of Time

To Whom It May Concern:

The U.S. Attorney's Office for the Western District of Pennsylvania is pleased to support YouthPlaces in their efforts to expand engagement with and enrichment of the youth within our District via their YouthHub in Downtown Pittsburgh. Our Office is committed to its continued partnership with YouthPlaces through the Downtown Safety Coalition ("DSC").

For over three years, YouthPlaces has worked with the DSC to ensure that a nourishing, safe space was established for the youth in our District who attend one of the downtown schools or who travel through Downtown Pittsburgh on a regular basis during the week. The DSC meets regularly to discuss and plan various ways to support and protect our youth. The DSC is led by the U.S. Attorney's Office in partnership with the Pittsburgh Downtown Partnership, YouthPlaces, the Pittsburgh Cultural Trust, Pittsburgh Public Schools, Urban Pathways, City Charter High School, Passport Academy, the City of Pittsburgh Public Safety, Pittsburgh Bureau of Police, Allegheny County Port Authority, and many others.

The U. S. Attorney's Office views YouthPlaces' steadfast commitment to expanding programming at their YouthHub as an invaluable component of the DSC's unified goal of providing and enhancing a safe and meaningful downtown location for our youth. Further, this commitment is in direct support of this Office's mission of public safety through prevention. As such and through the DSC, we look forward to assisting YouthPlaces in broadening the number of youth who will benefit from the opportunities and support provided at the YouthHub.

Sincerely,

A handwritten signature in blue ink, appearing to read "Cindy K. Chung".

CINDY K. CHUNG  
United States Attorney



February 28, 2022

Allegheny County Department of Human Services – Out of School Time:

The Pittsburgh Downtown Partnership is pleased to support YouthPlaces' efforts to recruit young people to participate in teen programming at the YouthHub on Penn Avenue in Downtown Pittsburgh, and is committed to working closely with them, the Downtown Safety Coalition, and the USDOJ in this work.

During the development of the center, YouthPlaces partnered with the PDP, the Pittsburgh Cultural Trust, the Pittsburgh Downtown Safety Coalition, and several other organizations, fostering important and lasting relationships with each. Now, YouthPlaces' Central YouthHub on Penn Avenue is able to offer provide after school programming and meaningful engagement opportunities with mentors, local businesses, and community service organizations to students attending the four Downtown schools as well as students transferring through Downtown traveling between home and school.

We look forward to working with YouthPlaces leadership to draw in more teens to take advantage of the options and opportunities available at the YouthHub in Downtown.

Please feel free to contact me at [REDACTED] with any questions.

Sincerely,

A handwritten signature in blue ink that reads "J. Waldrup". The signature is fluid and cursive.

Jeremy T. Waldrup  
President and CEO



March 1, 2022

The Pittsburgh Knights are pleased to support YouthPlaces' efforts to recruit young people to participate in teen programming at the YouthHub on 1037 Penn Avenue in Downtown Pittsburgh, and we are committed to working closely with them in this work.

The Pittsburgh Knights are a global esports organization headquartered in Pittsburgh. Since launching in 2017, the Knights have focused on entertaining fans, sharing esports, and bringing communities together. We share YouthPlaces goal of offering students a pathway to map out their lives and careers and we are working with YouthPlaces creating programming to do so.

We believe esports can provide that connection, whether it is competing in a high-level esports environment, building a career in the business of gaming, or some combination of the two, there are endless opportunities available to these students to engage with the modern gaming world in a meaningful and rewarding way.

We look forward to collaborating with YouthPlaces through our Knights MBK "City of Champions" Program to increase digital literacy and decrease the digital divide within underserved communities.

We will do our part to introduce the students to the world of esports, help enhance students computer and media skills and provide competitive/fun experiences at the YouthPlaces Gaming Hub for students to participate in as they learn about esports and ways that they can use these skills to map out their futures.

Through our partnership we will provide meaningful engagement opportunities with mentors weekly through esports classes and monthly after school tournaments to students attending the four Downtown schools as well as students transferring through Downtown as they travel between home and school.

We look forward to working with YouthPlaces leadership to draw in more teens to take advantage of the options and opportunities available at the YouthPlaces Knights Gaming Hubs.

Please feel free to contact me with any questions.

Respectfully,

*James O'Connor*