



Request for Proposals

Replication of the Evidence-Informed YVLifeSet Model for Foster Youth Transitioning to Adulthood

RFP Posting: Friday, July 7, 2017

Pre-Proposal Conference Webinar: Friday, July 14, 2017 at 1 p.m.

Deadline for Questions: Friday, July 28, 2017

Submission Deadline: 3 p.m. Eastern Time on Friday, August 4, 2017

Oral Presentations: Friday, August 25, 2017

Estimated Award Decision/Notification: September 2017

Allegheny County Department of Human Services
One Smithfield Street
Pittsburgh, PA 15222

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Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
2. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
3. Contract Services: The specific services which the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement
4. DHS: [Allegheny County] Department of Human Services
5. IL: DHS's Independent Living Program for youth in foster care, ages 14 through 24, that provides plans and support for education, health and wellness, housing, budgeting and other life skills
6. Implementation Team: A group of representatives from the Successful Proposer, DHS and Youth Villages that works together to plan and put into practice the YVLifeSet Model in Allegheny County
7. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
8. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
9. Response Form: The Word document in which Proposers respond to requested information about this RFP
10. RFP: Request for Proposals
11. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services
12. Transition-Age Youth: Youth who are in transition from foster care to adulthood and who are at-risk of poor outcomes
13. Youth Villages: Developer of the YVLifeSet Model
14. YSP: Youth Support Partner; YSPs are DHS young adult staff members with personal experience in the human services and/or juvenile probation systems who work with youth currently in these systems
15. YVLifeSet Model: An evidence-informed model designed to help youth ages 17 through 22 with human services experience to successfully transition into adulthood
16. YVLifeSet Team: A group staffed by the Successful Proposer who deliver YVLifeSet services

The RFP at a Glance

Purpose

Allegheny County, on behalf of the Department of Human Services, is seeking Proposals to implement an evidence-informed model called YVLifeSet for youth, ages 17 through 22, who have been in foster care and have not been successfully engaged by existing programs, to help them transition to adulthood. YVLifeSet will complement DHS's current programming for this population and will be integrated into DHS's service array. DHS is seeking a Successful Proposer with demonstrated relevant experience to partner with DHS and the model developers, Youth Villages, to implement a program based upon the YVLifeSet Model in Allegheny County. DHS expects the Successful Proposer to serve 50 youth in the first year and 80 youth annually when the YVLifeSet program has reached full implementation.

Award Details

The County, on behalf of DHS, intends to award one Agreement to the Successful Proposer to provide the Contract Services. DHS estimates that annual funding will be within the range of \$400,000 to \$450,000. See the Budget section of this RFP for details.

Who can apply

All entities, including but not limited to, education organizations, non-profit organizations, for-profit organizations, small businesses and individuals, are eligible to submit a Proposal in response to this RFP. Entities do not need to have an existing contract with Allegheny County but must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial and staffing capability to conduct the Contract Services.

What's important to us

We are seeking a partner with strong leadership ability who is committed to successfully replicating the YVLifeSet Model, has experience implementing a model with high fidelity standards, and is interested in collaborating to integrate this new model into our existing system of care for Transition-Age Youth, or youth who are in transition from foster care to adulthood and who are at-risk of poor outcomes. The Successful Proposer must be culturally competent and youth-centered as well as caring and respectful of the youth being served.

Timeline

An optional pre-proposal conference webinar will be held on Friday, July 14, 2017 at 1 p.m. (see section 4.1 for details).

The deadline for Proposers to submit questions about this RFP is Friday, July 28, 2017.

Proposals must be submitted by 3 p.m. Eastern Time on Friday, August 4, 2017.

Oral presentations will be on Friday, August 25, 2017.

Proposers will be notified of the County's decision to award an Agreement by September 2017.

Who we are

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly-funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, intellectual disability, homelessness and community services.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

The issuance of this RFP and the receipt of any Proposals does not obligate the County to enter into an Agreement with a Proposer. The County reserves the right at all times to reject any and all Proposals.

Section 1: Why We Are Issuing this RFP

National research shows that foster youth who are transitioning to adulthood are a highly vulnerable population, with outcomes significantly worse than their peers not in care. The Northwest Foster Care Alumni Study (2005) and the Midwest Study of Former Foster Youth (2007) found the following outcomes for youth age 21 who had aged out of foster care: 71% of young women had been pregnant at least once; 66% had been arrested; 23% had no high school diploma or GED; 17% were homeless since exiting care; and 54% had mental health problems.

Knowing how vulnerable this population is, Allegheny County has invested in programming to improve post-foster care outcomes for Transition-Age Youth. The total number of youth in transition served by Allegheny County on March 30, 2017 was 1,408. The specifically-tailored programs offered to these youth currently include:

- Independent Living Program (IL): IL is designed for youth in foster care, beginning at age 14 and available until age 24. IL provides plans and support that extend well beyond education to include health and wellness, securing permanent housing, learning life skills, obtaining drivers licenses, saving money and other key skills. Youth who participate in IL work with DHS's educational liaison staff to develop and complete their high school degrees and then embark upon post-secondary education or work. Once a youth reaches age 16, the educational liaison introduces the young person to a youth coach at the 412 Youth Zone, who becomes part of the team to support the young person throughout the transition to adulthood.
- The 412 Youth Zone: This multi-service center, located in downtown Pittsburgh, allows youth ages 16 through 24 who are receiving IL services and/or are homeless to drop-in for services, support and socialization on weekdays and Saturdays. The 412 Youth Zone's youth coach staff meet with the youth to engage them, understand their aspirations and skills, and develop goal plans. The center's main goals are to ensure that the youth are safely housed, are enrolled in an educational program or working, and are developing social supports. The center has a rich calendar of activities and classes, and always has meals available, a place to shower and do laundry, and child care for youth with young children.
- DHS's Array of Services: Allegheny County DHS's array of services—delivered directly by DHS or, most often, through a network of community-based providers—include: housing assistance (for example, ACTION Housing recently opened a new building in the uptown section of Pittsburgh that provides apartments to youth in an unlicensed, staff-supervised setting); mental health treatment and prevention services (including programs designed specifically for youth who have serious mental illnesses); substance use disorder treatment (with prevention programs in schools and community settings and treatment for adolescents and young adults); and peer support. One model of peer support that has been of great benefit to youth is the Youth Support Partners (YSPs) program. YSPs are young adult professionals with personal experience in the human services and/or juvenile probation systems. They share their insights with youth currently in these systems, advocate for them and mentor them. YSPs' personal experiences help them to engage and support youth in foster care in planning their futures and in working toward their goals. DHS also contracts with the nonprofit organization, KidsVoice, which serves as *Guardian Ad Litem* and assists youth with legal services and information about resources.

While these current program offerings work well for most youth in transition, there are still youth who are falling through the cracks. Focus group interviews and surveys of youth who have been in foster care have indicated that some youth need a more sustained, intensive approach. In an attempt to fill this need, DHS is seeking to replicate the YVLifeSet Model¹ (henceforth referred to as Model) in Allegheny County.

Research shows that the YVLifeSet Model developed by Youth Villages² helps youth ages 17 through 22 with foster care experience successfully transition to adulthood. Unlike most transition-age programming, YVLifeSet has been proven, through a randomized control trial study, to achieve significant positive outcomes. The Successful Proposer will partner with DHS and Youth Villages to plan for implementation and launch a program based upon the YVLifeSet Model with fidelity to the Model (henceforth referred to as the Program).

DHS expects the Successful Proposer to serve 50 youth in the first year of the Program. The number of youth served will increase in subsequent years and will reach approximately 80 youth annually when the Program has reached full implementation.

Section 2: What We Are Looking For

DHS is seeking a partner to implement and deliver a Program based on the YVLifeSet Model. See **Appendix A** for details about the Model. The Successful Proposer must be prepared to collaborate with DHS and reach the YVLifeSet Model standards through the intensive guidance of Youth Villages, including, but not limited to, weekly contact and regular site visits. Program delivery will be monitored using Model fidelity measurements. Once fidelity has been achieved, DHS expects to see the following Program outcomes for youth participants: increased earnings, decreased homelessness, decreased economic hardships, increased employment, decreased mental health problems and decreased violent relationships.

The Successful Proposer will: 1) assist with Program planning; 2) implement the Model to fidelity; and 3) participate in ongoing monitoring of Model fidelity and Program outcomes.

A. Program Planning

The Successful Proposer will join an Implementation Team with DHS and Youth Villages. The Implementation Team will have weekly meetings, led by a DHS lead, to plan and monitor the rollout of the Program. The Implementation Team will work collaboratively to implement the Model, integrate the Model into DHS's current service array, coordinate with other programs, monitor referrals and supply/demand, review Program outcome data, troubleshoot obstacles, and provide updates to DHS administration about implementation progress.

B. Model Implementation

The YVLifeSet Model helps youth with foster care experience transition to adulthood. The YVLifeSet Model is an intensive approach that increases the independence of young adults, ages 17 through 22,

¹ See <http://www.youthvillages.org/what-we-do/yvlifaset.aspx#sthash.QpOd2ISx.dpbs>

² See <http://www.youthvillages.org/>

who need skills and resources to move forward in reaching their fullest potential. It is voluntary for the youth. At the heart of the Model is the trained YVLifeSet Team composed of one Supervisor and four Specialists, who work with eight to 10 youth at a time, over seven to nine months. The Specialists, who have strong clinical skills, engage youth who are struggling with their transition to adulthood and provide them with the support they need through both clinical and skill-building interventions. They help the youth focus on achieving what matters to them, which may include stable housing, education/vocational goals, employment, remaining free from legal involvement, building a strong support system and/or attaining mental health. A Specialist will make a minimum of one face-to-face contact per week with a youth wherever and whenever is most convenient. See **Appendix A** for more information.

C. Staffing and Staff Qualifications

DHS will contract with the Successful Proposer to hire and manage one YVLifeSet Team. This will require:

- One Supervisor: A Master’s degree in social science field is preferred, but a Bachelor’s degree will be accepted with experience. The Supervisor must have clinical experience with vulnerable youth and supervision experience within a human services program.
- Four Specialists: A Master’s degree in social science field is preferred, but a Bachelor’s degree will be accepted with experience. A Specialist must have clinical experience; skills to engage hard-to-reach youth; the ability to connect with target population; and the ability to work out-of-the-office and in the community on a flexible schedule.

All staff comprising the YVLifeSet Team must demonstrate experience working with a diverse population of youth – including youth of different races, gender identities, sexual orientations, ethnicities, religious backgrounds and income levels – with expertise and compassion. DHS requires that joint hiring be permitted for these five positions; DHS and Youth Villages may have input on the candidates selected. Once hired, the Successful Proposer’s YVLifeSet Team will be trained by Youth Villages. For more information about YVLifeSet staffing, training and supervision, see **Appendix B**.

Additionally, by September 2017, the Successful Proposer must appoint a current member of its administration (the Administrative Lead) to work with DHS and Youth Villages as part of the Implementation Team. The Successful Proposer’s Administrative Lead will be responsible for hiring staff, arranging trainings with Youth Villages and ensuring the Program is ready to accept referrals by January 2018.

D. Timeline

The Program implementation timeline will be managed by the Implementation Team. The timeline for implementation includes four months of planning and training prior to Program launch.

September 2017	<ul style="list-style-type: none"> • Successful Proposer is selected • Successful Proposer appoints Administrative Lead to Implementation Team
October to November 2017	<ul style="list-style-type: none"> • Successful Proposer recruits and hires YVLifeSet Team staff
December 2017	<ul style="list-style-type: none"> • Youth Villages trains the Successful Proposer’s staff

January 2018	• First referral to Program
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The Successful Proposer must have the YVLifeSet Team staff hired and ready for training by the end of November 2017.

E. Budget

DHS anticipates that between \$400,000 and \$450,000 will be available annually for the Successful Proposer. Proposed budgets may be higher or lower than the estimated annual amount available. Budget line items must be justified in the Proposal’s budget narrative.

Proposers are required to submit a budget and budget narrative with their Proposal. Please include the line items below:

Annual Budget
• Personnel (including fringe benefits)
• Travel (mileage reimbursement for staff)
• Occupancy
• Equipment and supplies
• Other

Staffing levels and salaries are dictated by the YVLifeSet Model. Please see the table below. The number of personnel outlined below must be included in a Proposer’s budget to qualify for this opportunity.

Personnel	Suggested Annual Allocation (not including fringe benefits)
1 YVLifeSet Team Supervisor	\$ 60,000
4 YVLifeSet Specialists	\$ 200,000
0.1 Administrative Lead	\$ 11,000

F. Data Collection and Program Evaluation

The Successful Proposer will enter data into the Youth Villages data system daily so that Model fidelity may be monitored. Youth Villages will share this data with DHS. See more information about data reporting in **Appendix C**.

Youth Villages and DHS will develop a research and evaluation plan for the YVLifeSet Program in Allegheny County. This may require data collection beyond the standard Model fidelity measurements. The Implementation Team will set metrics and plan for who is collecting which data, and how, prior to Program launch. The Successful Proposer will be responsible for data collection and reporting, not analysis or evaluation.

Section 3: Proposal Requirements and Evaluation Criteria

Proposers must meet the following evaluation criteria and must address their qualifications by responding to the specifically-requested items or questions in the Response Form. Proposers should

download and type their responses directly into the Response Form available on the Active Solicitations webpage at www.alleghenycounty.us/dhs/solicitations. The maximum score that a Proposal can receive is 100 points, as outlined in the following sections.

A. Organizational Leadership and Experience (30 points)

- A youth-centered organizational culture and commitment to engaging hard-to-reach populations (15 points)
- Experience providing home- and community-based programming and serving youth who have received child welfare services (5 points)
- Healthy retention rate for current staff (5 points)
- Financial health, as shown by financial audits or certified financial statements for the past three years (5 points)

B. Meeting Program Standards (30 points)

- Experience replicating evidence-informed models to fidelity (15 points)
- Ability to collect and report data in the Youth Villages data system (5 points)
- Experience using data to assess outcomes and improve program practices (5 points)
- Identified Administrative Lead with strong leadership and collaboration skills who will serve on Implementation Team (5 points)

C. Staff Hiring (15 points)

- Plan for recruiting and hiring clinical staff by the end of November 2017 who meet the YVLifeSet Model's qualifications and will work with youth outside the office during flexible hours (10 points)
- Plan to ensure staff can authentically connect with youth, are culturally competent and have ability to serve youth in all areas of Allegheny County (5 points)

D. Motivation (10 points)

- Explanation of how delivering the YVLifeSet Model fits well within the Proposer's mission and business model (5 points)
- Explanation of why a Proposer feels that it is the best candidate for this opportunity (5 points)

E. Budget (15 points)

- Budget and budget narrative accurately estimate and justify Program costs for successful Model replication (15 points)

Section 4: How to Submit a Proposal

4.1 Pre-Proposal Conference

A pre-proposal conference for this RFP will be held via webinar and conference call at 1 p.m. on Friday, July 14, 2017. Youth Villages will present details about the YVLifeSet Model and there will be a Q&A session.

- a. Proposers are not required to participate in the pre-proposal conference.
- b. Preliminary answers will be provided orally at the conference for questions asked during the conference. These oral answers provided at the conference are preliminary and should not be relied upon by any Proposer. Final definitive answers to questions asked during the conference will be posted in writing on the DHS Solicitations webpage the following week.
- c. Please RSVP to attend this conference by Thursday, July 13 at <https://www.surveymonkey.com/r/S3GXN9V>.
- d. At 1 p.m. on Friday, July 14 call conference line (866) 736-9074 and enter passcode 4282743.
- e. Log into the webinar:
 - Click on link or paste it into your browser: <http://e-meetings.verizonbusiness.com/nc/join.php?i=748066450&p=&t=c>
 - Use Conference/Meeting Number 748066450.
 - Leave the Conference/Meeting Passcode line blank.
 - Enter your first and last name, email and company. This information is used just to identify you to meeting participants.
 - Indicate that you have read the privacy policy.
 - Click on proceed.
 - If your browser asks to download an application or widget, you can run a temporary application by clicking the small link at the bottom of the page.

4.2 Submission Process

- a. Proposers should take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why We Are Issuing this RFP)
 - The narrative (see Section 2: What We Are Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- b. Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at www.allegHENYcounty.us/dhs/solicitations.
- c. Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
 - Response Form
 - MWDBE documents
 - Allegheny County Vendor Creation Form
 - Audited financial reports for the last three years
 - W-9
- d. Proposers should not send any attachments other than those listed above and on the Response Form.
- e. If you do not have audited financial reports for the last three years, you may submit other financial documentation that attest to the financial health of your organization. Tax returns

are the preferred alternative. Please note that providing financial documentation is a requirement of contracting through Allegheny County.

- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
- g. Proposals must be submitted electronically to DHSProposals@alleghenycounty.us no later than 3:00 p.m. Eastern Time on Friday, August 4, 2017 to be considered for review.**
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will not be considered.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact DHSProposals@alleghenycounty.us

4.3 How to Contact DHS about this RFP

- a. All inquiries and questions must be submitted via email to DHSProposals@alleghenycounty.us
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at www.alleghenycounty.us/dhs/solicitations
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

4.4 Other Information

- a. The issuance of this RFP does not obligate the county to enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals.
- b. Any Agreement originating from this RFP is subject to all of the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. The Successful Proposal will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).
- f. Proposers should also be aware that other records submitted in response to this RFP are subject to requests made pursuant to Pennsylvania's Right-To-Know Law and that the County may have to make submitted materials available to a requestor after an award of an Agreement is made.

Section 5: How We Will Evaluate Your Proposal

Proposals will be evaluated by an evaluation committee convened by DHS. The evaluation committee will assign scores based on the program description in Section 2: What We Are Looking For and on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria using the scale listed in Section 5.1 b.

5.1 Evaluation Model

The evaluation process will consist of the following steps:

- a. An Evaluation Committee will be formed by DHS and will consist of some or all of the following:
 - Content experts from within DHS, selected for their expertise and/or experience
 - Representatives of foundations, educational institutions, community and civic organizations, businesses and/or non-profit agencies
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer's Response Form according to their expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
 - 0 – Not addressed in Proposal
 - 1 – Poor
 - 2 – Below expectations
 - 3 – Meets expectations
 - 4 – Exceeds expectations
 - 5 – Outstanding
- c. The Evaluation Committee members then will meet collectively to discuss the individual scores and evaluations of each committee member.
- d. DHS, on behalf of the County, shall have exclusive discretion to shortlist a reduced number of Proposals for more extensive review. Shortlisted Proposers will make a formal oral presentation to the Evaluation Committee on Friday, August 25, 2017. Shortlisted Proposers' leadership and clinical staff will be expected to present. The Evaluation Committee will score the oral presentation and add it to the Proposer's Proposal score. The oral presentation will be scored using the following criteria and the scale outlined in 5.1b. The maximum score that an oral presentation can receive is 15 points:
 - Presentation demonstrates Proposer's ability to implement the proposed program effectively (5 points)
 - Proposer answers Evaluation Committee's questions (5 points)
 - Proposer's presentation is thoughtful and professional (5 points)
- e. At any time during the review process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- f. The Evaluation Committee will submit their recommendation for award of an Agreement to the Director of DHS for his approval, who in turn will submit a request to the County Manager for approval for the County to enter into an Agreement with the Successful Proposer(s).
- g. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
- h. All Proposers will be notified of their status following the final determination of which Proposer will be awarded an Agreement.
- i. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@allegHENYcounty.us.

5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- Received by the due date/time
- Properly formatted and include responses to all requested information
- Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the evaluation committee.

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](http://www.alleghenycounty.us/dhs/solicitations), available at www.alleghenycounty.us/dhs/solicitations.

In addition to the Agreement with the County, the Successful Proposer for this RFP will be required to enter a separate agreement with Youth Villages to receive license to implement the YVLifeSet Model.

6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Enterprises, and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- All Proposals must include either of the following:
 - If your organization is able to meet the MWDBE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
 - If your organization will request a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.
- MWDBE forms and resources can be found at www.alleghenycounty.us/dhs/solicitations:
 - MWDBE Forms
 - [MWDBE Participation Statement](#)
 - [MWDBE Waiver Request](#)
 - [MWDBE Contact Information form](#)
 - MWDBE Resources
 - [MWDBE Contract Specifications Manual](#)
 - [MWDBE Response Checklist](#)
 - [Guide for completing the MWDBE Participation Statement](#)
 - [Sample Diversity Policy](#)
- For more information about MWDBEs, visit the [Allegheny County MWDBE website](#).

6.2 HIPAA Compliance

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

6.3 Cyber Security

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the [DHS Contract Specifications Manual](#), available at www.alleghenycounty.us/dhs/solicitations.
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

6.4 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.5 New Provider Requirements

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the [DHS New Provider Application](#), available at <http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx>. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.

Appendix A: YVLifeSet Model

YVLifeSet Model Description

- Target Population: The YVLifeSet Model was specifically designed to provide transition services to young adults, ages 17 through 22, leaving the foster care, juvenile justice or mental health systems, or who otherwise find themselves without the necessary skills and resources to live successfully at this critical junction.
- Intensity: YVLifeSet Specialists are available to the young adults 24 hours a day, seven days a week. They make a minimum of one face-to-face contact per week with the youth at the youth's home, job or wherever is most convenient. The number of sessions can be increased based upon the individual needs of each young adult.
- Length of Services: Program participation usually lasts from seven to nine months, with an average of eight months.

The following focal areas describe the core work that staff carry out with young people, which are essential to the YVLifeSet Model, in order to deliver the Program with high quality and to produce long-term positive outcomes:

- Establishing Permanency: Establishing permanency for young adults transitioning from care is a critical component to success. Too often, their experience in interpersonal relationships is volatile, strained, or with negative peer groups. Therefore, YVLifeSet Specialists work diligently with the young person to develop the skills necessary to engage positive peers and adults. They also learn to reciprocate support to ensure those relationships are enduring. These relationships could include working with family already engaged, identifying family that is estranged, as well as reaching out to friends, teachers and other community members. Since these young adults have lost touch with their families of origin, the YVLifeSet Specialist will conduct extensive searches to locate and reconnect the young person with positive adults. Staff are often able to locate family and/or work intensely with known family to accelerate the young person's exit from foster care or probation, creating a stable support network of family and friends. YVLifeSet Specialist also advocate and facilitate the formation of Permanency Pacts which are pledges by caring and supportive adults to provide specific supports to young adults transitioning from care with a goal of establishing lifelong, kin-like relationships.
- Education: All young adults will be encouraged to complete their GED or to finish high school, if they are able to do so. Individuals who have not yet completed high school will be assisted in locating GED classes, or if appropriate, will be assisted in enrolling in high school. In some cases, the young person will have already completed their high school degree and might want to further their education. YVLifeSet service providers will assist those students in determining what course of study they might want to pursue (e.g., vocational training classes, technical classes, college). While a YVLifeSet service provider will not directly cover the costs of education, the YVLifeSet Specialist will assist these young adults in accessing funding through Supplemental Security Income (SSI), grants, scholarships, etc.
- Employment: The Successful Proposer will create partnerships with community businesses that are willing to hire these young people with the hope that, when they leave the Program, they will be able to maintain their current positions. YVLifeSet Specialists will maintain contact with

employers to determine how the individuals are doing in their positions and to target any areas that might need one-on-one attention. If problems arise in the job setting, YVLifeSet Specialists will work with the young person to assess the problem and design interventions to solve it. YVLifeSet Specialists may use role-play or other teaching techniques to help the young adult improve work performance. Additionally, YVLifeSet Specialists may help the young adult address problems that may be perceived with their employer.

- Housing: It is the goal of the Model to provide individuals with housing that can be maintained by the young adults upon discharge. When individuals enter the Program, an assessment will be completed to evaluate their current housing situation. Many of these young adults will have family and friends with whom they can reside. If it is assessed that the young adults' current situation is not appropriate given systemic factors, if they are currently homeless or if they will be homeless as a result of emancipation, the YVLifeSet service provider will assist them in securing a safe, appropriate place to live utilizing all available resources.
- Independent Living Skills: Young people in the Program will improve independent skills, as measured by the Casey Life Skills Assessment. The YVLifeSet Specialist will work with the young people to increase social skills and help them identify and access a positive peer group. The YVLifeSet Specialist will also teach the young person basic living skills, such as budgeting, cooking, shopping for groceries, doing laundry, making mental/physical healthcare appointments, getting a driver's license or accessing public transportation, and maintaining appropriate hygiene habits.
- Young Person Involvement: The young adults in the YVLifeSet Program will have input into their service plans, goal development and the group activities. This input is vital to the Program's success because clients tend to be more successful when they feel invested and when they are actively involved.
- Youth Engagement and Empowerment: The overriding goal of the YVLifeSet Model is to help young people resolve future problems independently. To do so, YVLifeSet Specialists focus on strengths and help the young people learn to become accountable for their own behavior. YVLifeSet Specialists work closely with families and community members to help ensure the young people are safe, engaging in positive peer activities, learning the life skills needed to support themselves and working and/or pursuing education.
- Cultural Competence: The YVLifeSet Model was designed to address the needs of a broad spectrum of young people in diverse communities. Interventions can be adapted to the unique cultural context of each young person. Specialists are trained to complete a thorough assessment inclusive of culture and religious beliefs that will aid in determining how to individualize the specific treatment interventions.
- Pregnant or Parenting Participants: YVLifeSet Specialists provide parenting education, assist the young parent in arranging for child care, and help the young adult with any other barriers related to being a healthy and productive parent. In addition, all young adults in the Program receive pregnancy prevention education.
- Community Linkage: The systemic focus of the YVLifeSet Model emphasizes the important role

that community plays in shaping the lives of its residents, including young people aging out of foster care. Although the YVLifeSet Program is comprehensive in nature, it also depends upon support from others in the community in order to enhance the services provided. YVLifeSet Specialists will work closely with other agencies, as well as any existing programs and services that benefit youth to ensure that the young adults served are linked with all appropriate community resources. This type of community intervention is also important because it can provide young adults with long-term support that can extend beyond the duration of their involvement in the YVLifeSet Program.

YVLifeSet Key Components

In addition to the aforementioned areas of work, the following components are essential to the structure and success of the Program:

- Low Caseloads: YVLifeSet Specialists carry caseloads of eight to 10, depending on the intensity of the cases.
- Systemic Approach: YVLifeSet Specialists are not just brokers of community services; they assist and support the young person and address every possible need that contributes to the young person's problems. In each case, YVLifeSet Specialists address all systems affecting the young people, including their family, school/work, peers, their individual needs and the community.
- Training and Supervision: A vital component of the YVLifeSet Model is the highly-structured training and supervision of staff.
- Accountability: YVLifeSet Specialists are expected to achieve success with a high percentage of the young people they work with and are held accountable for that success.
- Collaboration: The YVLifeSet Model works most effectively when young people have the opportunity to make minor mistakes. This gives the young person and their family an opportunity to discover which interventions will work best for the long term. The assigned YVLifeSet Specialist will work closely with the case manager, probation officer, courts, family and any other involved key players to ensure collaboration around the goals of services, interventions being provided and discharge recommendations.
- 24 Hour Crisis Intervention: The YVLifeSet Model provides crisis intervention and prevention services to young people and their families 24 hours a day, seven days a week.

YVLifeSet Evidence-Based Models and Best Practices

The YVLifeSet Model utilizes evidence-based practices (EBPs) and best-practice interventions to support high-risk young people in their transition to adulthood. Youth Villages continuously assesses emerging evidence-based practices to determine feasibility in providing services to the young people participating in the YVLifeSet Program. The following list describes some of the EBPs that are used within the YVLifeSet Model.

Available to all young people in the Program as clinically needed:

- Motivational Interviewing (MI): A goal-directed, client-centered counseling style for eliciting behavioral change by helping clients explore and resolve ambivalence.

- Preparing Adolescents for Young Adulthood (PAYA): Modules utilized to teach life skills to young people as identified as needed through the assessment process.
- Cognitive Behavioral Therapy (CBT): A psychotherapeutic approach that addresses dysfunctional emotions, maladaptive behaviors, and cognitive processes and contents through a number of goal-oriented, explicit systematic procedures.

Additional EBPs in the treatment manual that may vary by provider, target population or geography:

- Trauma-Focused Cognitive Behavioral Therapy (TF-CBT): A model of psychotherapy delivered by supervised Master's-level staffs that combines trauma-sensitive interventions with cognitive behavioral therapy.
- Adolescent Community Reinforcement Approach (A-CRA): An evidence-based model based upon the assumption that environmental factors have an effect on the encouragement or discouragement of drug use. A-CRA is a behavioral intervention that helps adolescents learn how to replace environmental factors that have supported alcohol and drug use with prosocial activities and behaviors that encourage recovery.
- Collaborative Problem Solving (CPS): An evidence-based and trauma-focused model that operates on the premise that kids do well if they can. The CPS model has demonstrated effectiveness with youth who experience a wide range of social, emotional and behavioral challenges across a variety of different settings, including families, schools and foster care agencies, as well as therapeutic programs such as inpatient psychiatry units, residential treatment facilities and juvenile detention facilities.

YVLifeSet also uses best-practices interventions including, but not limited to, the following: 1) pregnancy prevention healthcare modules that are completed monthly with each young person and 2) use of the Casey Independent Living Assessment to assist with deciding which Preparing Adolescents for Young Adulthood (PAYA) modules need to be implemented with each individual young person.

In addition, clinical staff use PracticeWise (www.practicewise.com), an aggregator of evidence- and research-informed interventions in children's mental health practice, to gain new information on interventions that have demonstrated effectiveness in addressing issues that are relevant to the youth and families served.

Appendix B: Staff Qualifications, Training and Supervision

YVLifeSet Staff Qualifications

It is typically preferred that YVLifeSet Specialists and Supervisors hold a Master's degree in a social science field, although candidates with a Bachelor's degree and relevant experience may be accepted. Note that the delivery of certain evidence-based practices will require a Master's degree. More than nine years of data from the YVLifeSet Model show no significant difference in Bachelor's-level and Master's-level staff regarding outcomes.

Criteria for YVLifeSet Specialists include:

- Flexible and energetic
- Culturally and linguistically competent to serve the target population
- Creative
- Solution-focused
- Intelligent and street-wise
- Commitment to positive outcomes

All YVLifeSet Team staff have regular clinical consultation from a licensed clinical Supervisor provided by Youth Villages, the YVLifeSet Consultant. The YVLifeSet Consultant has a Master's degree and licensure, as well as extensive experience providing YVLifeSet services and extensive ongoing training. The YVLifeSet Consultant is a Youth Villages employee and acts as a Model expert who provides consultation to the Successful Proposer for the first two years of the partnership.

YVLifeSet Staff Training and Supervision

The Successful Proposer's YVLifeSet Team will receive initial and ongoing training provided by the clinical team from Youth Villages, specifically from the YVLifeSet Consultant:

- YVLifeSet Foundations Training: Initial training in the Model provided by the YVLifeSet Consultant, intensive training that reviews YVLifeSet treatment methodology and values, assessment and treatment planning, safety planning, engaging and aligning young people and families, basic intervention skills, completion of Casey Life Skills Assessment, PAYA implementation strategies, family dynamics and relationships, substance abuse, school interventions, peer interventions and community collaboration.
- Quarterly Booster Trainings: The YVLifeSet Consultant will provide in-person quarterly booster trainings to reinforce and expand staff's expertise with the Model and target areas of concern related to the current client population.
- Clinical Consultation: The YVLifeSet Consultant (who is a licensed expert on the Youth Villages' treatment design and YVLifeSet Model) meets weekly with the YVLifeSet Team after reviewing all treatment plans and group supervision notes. During this time, the YVLifeSet Consultant offers treatment suggestions, assesses for Model fidelity, assures implementation strategies for interventions are reviewed, addresses all case safety needs and offers additional interventions as indicated. This consultation is conducted by the YVLifeSet Consultant for the Successful Proposer for the initial two years of implementation, at minimum.

In addition, the Successful Proposer's YVLifeSet Specialists must receive supervision from the YVLifeSet Team Supervisor on their cases in different formats:

- Individual Supervision and Professional Development: The YVLifeSet Team Supervisor conducts individual supervision and professional development with each YVLifeSet Specialist.
- Group Supervision: The YVLifeSet Team meets weekly with their Supervisor to review treatment plans and offer suggestions for interventions to ensure that each staff has effectively utilized the treatment design to conceptualize case needs.
- Field Supervision: The YVLifeSet Team Supervisor accompanies each Specialist on a session with a youth once every two weeks and/or based on clinical need. The YVLifeSet Team Supervisor offers treatment suggestions and coaching to the Specialist after the session.

Appendix C: Data Reporting

In collaboration with DHS, Youth Villages anticipates collecting key pieces of data to measure the success of the project and determine the fidelity with which the Model is implemented. Three types of data collection will be key to determining the project's success.

Model Fidelity Metrics

As Youth Villages supports the Successful Proposer in the implementation of YVLifeSet, Model metrics will be collected as the primary method to assess Model fidelity. Fidelity reviews define the key practice areas and activities that are unique to the YVLifeSet Model and are intended to quantify, from multiple sources and multiple views, the key Program elements. The specific Model elements that are measured will be shared during the planning phase to ensure that key elements and practices are documented by the Successful Proposer. The fidelity review includes staff and youth interviews, document and case record reviews. This practice will allow Youth Villages to analyze Model drift and efficacy of the Program. Furthermore, this will be the pathway through which the Successful Proposer will gain recertification to utilize the Model.

Timeline: The Successful Proposer will receive a six-month baseline review; reviews thereafter are completed in conjunction with the annual recertification process.

Key Performance Indicators

As the Successful Proposer delivers the YVLifeSet Model, Youth Villages will provide access to a provider-facing portal where the Successful Proposer will enter enrollment and exit data and key performance indicators that will provide relevant programmatic data to the Successful Proposer and Youth Villages to determine the health of Program operations and inform Program improvement activities. This will provide a monthly snapshot of key indicators, such as census, caseloads, staff turnover, and number of critical incidents at the summary level.

Timeline: In addition to reporting Program enrollments and exits daily (as they occur), key performance indicators are reported to Youth Villages monthly through the online portal and will be reviewed with the partner during a monthly key performance indicator review meeting. This meeting will start one month after the first admission into the Program and continue monthly thereafter.

Outcome Evaluation (post-discharge follow up)

While the Model fidelity review and KPI assessment provide information about the operational and clinical implementation of the YVLifeSet Model, it is also necessary to determine, on an ongoing basis, whether the outcomes achieved are as expected. A wide variety of factors can influence the outcomes experienced by young people; only through regular measurement of those outcomes can the Successful Proposer demonstrate that their implementation of the Model results in the expected outcomes.

Post-discharge data collection focuses on behavioral and functional indicators that are important to Youth Villages' vision of helping young people become successful young adults. Data are collected on

employment status, pregnancy and parenting, in addition to housing stability, engagement in educational programs and involvement in the legal system. The outcome evaluation process is, however, somewhat flexible so that issues of particular importance to the Successful Proposer can be incorporated into post-discharge data collection. Currently, post-discharge data collection occurs mostly through phone surveys, although mail and electronic modes of communication are also utilized as necessary to reach young people. Administrative data may also be used to provide evidence of outcomes. For example, the Successful Proposer may be able to assess the number, length and cost of placements in residential treatment and/or psychiatric hospitals through claims data. Youth Villages and DHS will work with the Successful Proposer to develop an evaluation plan that gathers the essential data that will demonstrate the outcomes achieved and will also serve the needs of the Successful Proposer in addressing specific issues of importance to them.

Timeline: Data are collected by Youth Villages or the Successful Proposer at discharge and at six, 12 and 24 months post-discharge of the young person.