

SECTION I: TITLE PAGE

RFP # 2023-079

Departments of Probation and Children, Youth, and Families

SUBJECT: Respite Services for Raise the Age (RTA) Youth
 And Person in Need of Supervision (PINS) Youth

June 23, 2023

I: Name of the Proposer: St. Anne Institute

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*Also Included: SAI Additional Services Chart

QUALIFICATIONS and EXPERIENCE

1. Brief Agency Description: SAI has a 136-year history of providing caring & effective services to youth and families. Youth served have wide ranges of behavioral challenges that include PINS and RTA behaviors, (i.e. abuse or neglect, mental health issues, substance abuse, chronic medical issues, behavioral issues &/or historical criminal behavior). SAI provides services in both a residential & non-residential setting. Since 1887, SAI has had a tradition of loving, caring, & protecting troubled youth with histories of running away from neglect, sexual abuse, lives filled with fear & overwhelming sadness & hopelessness.

SAI Proposer Qualifications and Experience:

- Experience w/ Arbor Hill, West hill, south End, & rural service areas
- Research & experience w/ evidence-based program models
- *Specialized sex abuse/exploitation counseling*
- Located only 2 blocks distant from Albany High School
- Academic, vocational, mental health, & family engagement programs
- On-site clinical social workers, psychologists, & psychiatrist
- Expressive arts-music, dance, poetry slams, drawing, sculpting
- Greenhouse Program (Flowers/Vegetables sold at Honest Weight Coop)
- Gym, exercise room, basketball courts, pool
- On-site medical & dental clinic

SAI has staff on duty ON-SITE 24 hours daily, 365 day/year. Our residential units serve disparate populations & have a crisis unit to answer the hotline. There are at two on-call crisis intervention specialists who can conduct intake interviews including access to a nurse, if necessary. Our Health and Human Services (HHS) auditor stated *“The 24/7 telephone number & live on-call, on-site staff is an exceptional feature at SAI. I do not believe I have ever seen another program w/ one. To have live on-call staff in the same building as the shelter & other services is phenomenal.”*

Additional SAI Service Options: The SAI Sex Abuse/Exploitation Prevention Project is available for all youth/families at no cost to the Respite Program. NYS recognized the SAI project as the “gold standard” for sex abuse/exploitation services. SAI has added four programs that expand the service options available to Albany County youth & families. Each has a strong relevance to respite care. They are *Children & Family Treatment & Support Services (CFTSS)*, *Care Management (Health Homes)*, *Community Based Clinical Services* and the *Emergency Youth Shelter*. In summary, SAI has a range of service options to offer respite youth that includes services that match the special needs of youth who need respite. ***(See Chart in Attachments)***

<i>Professional Staff Involved, their Experience, and Location of their Office</i>		
<i>Professional Staff</i>	<i>Experience</i>	<i>Office Location</i>
Michelle Parady Chief Program Officer	33 years youth/family, & administrative experience at SAI; responsible for overseeing all program services to ensure effective service delivery to youth and their families	160 N. Main Ave.
Pam Rouhac Emergency Shelter Program Administrator	Responsible for overseeing the Youth Shelter & Street Outreach Programs Training Coordinator for SAI; residential program manager; designed and implemented, as part of an interdisciplinary team, the written philosophy, mission, behavior modification program, daily group and routine activity schedules for various unit programs	160 N. Main Ave.

Terry Boland Administrator - Residential Services	Director, Staff Trainer, Child Care Department; 31 years at SAI in both direct care and administration; strong conflict/crisis intervention skills; experience overseeing Intensive Management Needs Residential Unit	160 N. Main Ave.
Alexa Maelia Director of Residential Clinical and Case Planning Services	Oversees Residential and Aftercare services provided by therapists, case planners, and interns to ensure they are utilizing approved interventions; provides clinical supervision to both Assistant Directors and team of 5 therapists; participates in daily risk management meetings to review cases and collaborate with interdisciplinary team; collaborates with community resources to coordinate care as youth transition back into the community	160 N. Main Ave.

2. References from Similar Projects:

Names	Address	Telephone Number
Johanne Bishop	9 Broderick St. Colonie, NY 12205	(518) 528-5796
Vicky Leite	30 Witte Road, Albany, NY 12203	(518) 209-4265

3. Copy of Recent Financial/Program Annual Report/Audit: *See Attached*

4. Attachment “D”: *See Attached*; **Workforce Composition:** White, 111; African American/Black, 77; Asian, 2; Bi-Racial, 7; Native American, 1; Hispanic/Latino; Native American, 1; 10. Males, 40; Females, 165; Unspecified: 4.

PROGRAM NARRATIVE TARGET POPULATION (S) AND GOALS/OUTCOMES

Overarching Goals/Outcomes: Prevent youth from out of home placement; support positive youth development & improve family functioning, provide respite care/services that are brief and temporary and provide immediate relief in order for the family to be able to maintain/restore family functioning.

1. Target Population: Raise the Age (RTA) youth between the ages of 13 - 17 who have been designated as a Juvenile Delinquent or an Adolescent Offender. Probation will use SAI respite as both an Alternative to Detention (ATD) and as an Alternative to Placement (ATP). SAI understands the use of respite will be short term, with discharge planning commencing on day one. SAI will supervise youth while in residence and out in the community.

Service Locations #1) The Youth Shelter is the first location within SAI where youth may be admitted. *Four* youth either *males/females* ages 13-17 are eligible for admission. NOTE: ***In compliance with our OCFS Operating Certificate, youth must be under age 18 to be admitted.***

Service Location #2) A residential unit with SAI is the second location where youth may be admitted. Youth may be between the ages 12-18+. Only females can be admitted on a residential unit. *Eight* youth can be accommodated at any one time.

RTA Length of Stay: Families will be reunified as soon as possible, with average lengths of stay less than seven consecutive days. Our goal is to discharge youth in most cases by the 14th consecutive day. Those youth who have been court ordered to Respite services as an ATD, will remain in Respite until such time as the Court rescinds the Respite order. **Recurrence:** Will be in accordance with the referring Department (s) as it is not stated in RFP.

PINS Length of Stay: The law provides for crisis overnight respite up to 21 days however, our goal is to reunify the youth/family as soon as possible. We expect the average lengths of stay to be less than seven consecutive days and in most cases by the 14th consecutive day. **Recurrence:** A period of seven consecutive days must elapse before respite/services can be provided again to a family.

Total Served Concurrently: 12 (Four in the Youth; Eight in a Residential Unit)

After youth is assessed, staff will determine the most appropriate location i.e. to the shelter or to residential

Total Number of Youth to be Served over Time: Budget reflects 56 RTA youth and 14 PINS, however, SAI can be flexible based on need and will amend the budget if the need is greater for PINS and less for RTA.

Two beds will be reserved for RTA youth at all times

2. Target Population: Persons in Need of Supervision (PINS), who are 12 to under the age of 18, and who is a respondent under Article 7 of the Family Court Act. Probation will use SAI's PINS Respite as an Alternative to Pre-Dispositional Placement (ATPDP) program and as an Alternative to Placement (ATP) program for youth who have been identified as a PINS youth or who are at risk of becoming a PINS youth. Respite will be short term, with discharge planning commencing on day one. SAI will supervise youth while in residence and out in the community.

Intake Process: The intake process includes written information from the parent/guardian and it is the first step of a best practice program. Therefore, SAI employs (2) f/t staff in the intake/admissions office during the hours requested in the RFP. Combined, they have 50 years of experience. Intake is part of the Clinical Services Department that includes therapists & case managers. Hence, the transition from intake to assessment is seamless. The intake interview is a key time to provide reassurances to the youth/family and to establish expectations relative to the youth's behavior & our performance. We ensure it is a respectful process & provide information regarding the youth's rights, the grievance procedure and confidentiality.

Within hours of a referral, staff begins an assessment of service needs. A critical component of intake is immediate communication w/ the family. All levels of clinical staff at SAI have vast experience working with families/other support systems; they recognize that getting consents within the first few hours of receiving a referral will be of paramount importance given the brief length of respite services.

Through our intake office's standardized process, our staff will be able to obtain the name & telephone number of the child's physician or medical service provider (s). Document instructions or actions to be taken in case of an emergency. Gain authorization for provision of emergency medical services for the youth and determine if the youth has allergies. Secure consent, & physician orders for any medication, which is to be dispensed to the youth during programming. The intake information includes the names, addresses & telephone numbers of the child's parent(s)/guardians, & instructions and if such parent/guardian is absent from the home during respite services, how to contact the parent/guardian & any necessary instructions regarding the child's care.

Procedure/Process for Discharge: At admission, we identify service goals such as return to parent and referrals for services. Action steps are identified along with the person (s) responsible (ex. family mediation conducted by therapist). Successful discharge from respite is the accomplishment of these goals. Leaving SAI with a safety plan the family has developed and agreed to.

Unsuccessful discharge or immediate discharged would be discussed with treatment team, family and guardian. SAI would initiate the discharge process if youth presents behaviors that jeopardize the safety of other youth and program (ex. extreme violence, *repeatedly* bringing illegal drugs into the program, selling them to other youth or engaging/recruiting youth for the purposes of human trafficking.)

Prescribed Medication Process: SAI staff obtains a general permission from the parents/guardian (s) to administer medication. Medications are stored in a locked medication cabinet in trays or on a rolling cabinet marked in the Medical Clinic behind a locked office door. Medications are audited by the pharmacy once a month. Narcotics are stored in a locked cabinet located behind a locked closet door in the Medical Clinic. The *Minimum Credentials of Professional(s) Dispensing Prescribed Medication* - Prescriptions or over the counter (OTC) medications are only be handled by the pharmacy, the physician/psychiatrist or RN/LPNs.

Transportation: *How will youth be transported to and from SAI?* Youth will be transported in SAI agency vehicles. The agency has nine available vans. 24-Hour Coverage & Transportation is available 24/7 to transport youth to and from SAI. SAI staff will provide transportation to any/all scheduled appointments (i.e. medical, mental health, Family Court appearances). *Who can provide the transportation?* Any staff who has an approved driving record (verified & documentation on file) can provide transportation in addition to an approved driver. *Who will provide the supervision of youth during the transportation?* Two staff are required to accompany youth; a third person, often a clinician, will accompany the youth if a youth is agitated, or highly anxious due to recent events (family illness, death, court date, etc.).

Crisis Intervention Services: SAI staff have clear specifications and a protocol to follow if a youth experiences a crisis while in respite. The protocol differs depending on the specific crisis but always includes calling emergency on-call. They have the entirety of SAI program services/resources to draw from selecting the one (s) that fit the needs of the youth crisis. The services summoned to assist the youth may include the SAI clinical team, therapeutic crisis intervention specialists, trauma specialists, education specialists, etc. If it is a medical crisis, on-call staff will call an ambulance and/or arrange for other forms of transportation as appropriate. If needed, staff may call the police to assist.

Regarding parent/guardian expectations, staff will notify the parent(s)/guardian(s) and consult with them. They will inform them that their youth has had a crisis and may even ask if they can recommend an effective strategy used in the home during crises. Staff will keep parents informed but there is no expectation that staff will ask them to take the youth home.

Respite Services Programs are founded on Best Practice Principles

By using the ***Core Features of Positive Youth Development Setting***, Meagan Scott, Ph.D., Assistant Professor/4-H Youth Development Specialist, Chloe Krinke, M.Ed., LAPC, NDSU Center for 4-H Graduate Assistant

Client-Centered and Family-Focused: Methods: Staff treats the family as a partner in its assessments and interventions; ensures the safety & well-being of all family members; is engaging, empowering & ***partners*** w/ families. We schedule meetings face to face, via phone &/or using teleconferencing at times convenient to the family including nights & weekends; we link families with services, relevant to their needs.

<p>Cultural Competence: Methods: The program demonstrates cultural competence. Methods: SAI has taken the necessary steps to ensure culturally & linguistically responsive programs; hired diverse staff trained to be culturally & linguistically responsive; established relationships with diverse family leaders & organizations; offer translation services 24/7.</p>
<p>Physical & Psychological Safety: The program focusses on safety, permanency & well-being of the child in respite & his/her family. Methods: We strive for positive, respectful interactions among peers & staff, conduct conflict resolution sessions and have located the program in a safe area. The entrance/exit electronically monitored; security cameras at entrance/high traffic areas; smoke detectors in multiple locations; staff has Therapeutic Crisis Intervention (TCI) training; safety plans are written noting each individuals emotional triggers; staff ratio is adequate to ensure safety; health services-on-site, nurse during daytime hours, via phone 24/7 and trained in trauma-informed care.</p>
<p>Clear, Consistent, Age-Appropriate Expectations for Behavior, Rules & Boundaries: Methods: Clear/consistent rules written & posted; staff trained in positive ways to maintain control/develop clear boundaries; program supervisor regularly meets with staff; public spaces are free from inappropriate or degrading materials; staff intervenes if youth insults or unduly criticizes another; youth then repeats statement (s) in a respectful manner.</p>
<p>Supportive Relationships, Communication that is Warmth, and Genuine: Methods: Staff discusses relationships with peers, family, teachers & offers guidance; staff follow Positive Youth Development principles; respect core program component; staff meetings reinforce expectations/ provide helpful advice; staff provide youth daily 1:1 time; youth meet with staff/mentors in privacy;</p>
<p>Opportunities to Belong: Methods: Staff strive for an inclusive, engaging environment for all; youth display cultural symbols; women's empowerment emphasized; stories of influential women displayed; youth artwork decorate space; staff ensure inclusivity in all activities, no youth excluded due to ethnicity, gender, sexual orientation, or disability; thought provoking documentaries shown to begin dialogue about belonging;</p>
<p>Support & Mattering: Methods: Youth make decisions about the programming; discuss/select field trips, learning activities and the plan Family Nights; youth are trained to take on leadership roles; youth contribute by engaging in activities that focus on developing skills & select hobbies that assist them make positive life choices.</p>
<p>Opportunities to Build Skills: Methods: Youth improve physical skills by playing sports, and working out. They build emotional skills through groups and 1:1 counseling. Youth learn pre-employment/job skills, build resumes and complete job applications. Youth improve their creative skills through arts and crafts, and story writing and learn cooking skills from teachers from the Supplemental Nutrition Assistance Program (SNAP); youth improve their academic skills by working on their assignments WITH tutors.</p>
<p>Positive Social Norms: Methods: - Clear & consistent rules of conduct have been developed & are enforced; Positive Youth Development principles focusses solutions rather than problems, values youth as resources & emphasizes skill-building & empowerment; youth regularly recognized for their accomplishments & contributions through an economic reward system that recognizes youth for positive activities; youth earn extra privileges.</p>
<p>Integration of Family, Schools & Community: Methods: Families are consulted through phone calls, families are invited to events (youth art receptions, BBQs, & award ceremonies); families are consulted about problems & achievements of their children; staff & family members work collaboratively to address & resolve problems; youth/families linked to community-based service providers who meet their needs.</p>

Working Knowledge Of Current Theory & Practice: Methods: SAI staff are required to have a working knowledge of child welfare, juvenile justice, children’s mental health, compliance with State & Federal rules & regulations. To gain this knowledge, SAI offers a range of trainings that covers these topics. Post-COVID, staff is able to attend in-person conferences and SAI provides funding to do so. In addition, SAI has strong relationships with their State/Federal liaisons i.e. Amanda Fitzpatrick, OCFS and Danny Balkcom, US Department of Health & Human Services. In addition, SAI is an active member of The Council of Family & Child Caring Agencies (COFCCA), NYS 853 Coalition that addresses issues of child welfare, juvenile justice and family/community support services and SAI staff are *original members* of the Albany County Juvenile Justice Steering Committee dating to the 1990’s. Finally, staff & administrators attend the annual ACEs Symposium sponsored by LaSalle School to keep up-to-date on trauma research/best practices, etc.

PROPOSER REQUIREMENTS

- SAI will either directly or through an authorized representative, comply with and provide all services, including, but not limited to those services set forth in Title 18 of the Official Compilation of Codes, Rules and Regulations of the State of New York (18 NYCRR Parts 404 and 423); (18NYCRR Part 435), and Title 14 New York Codes, Rules and Regulations.
- SAI will outline any planned subcontracted services. ***NO SUBCONTRACTED SERVICES***
- SAI acknowledges that the DEPARTMENT(S), or its designee, is responsible for determining the eligibility of youth for respite services to be purchased by the DEPARTMENT(S) and that they will be the gatekeeper/approver for all authorizations, reauthorizations and subsequent closings of respite services.
- SAI acknowledges that the DEPARTMENT(S) shall be responsible for establishing the policies and procedures for such eligibility determinations in accordance with 18 NYCRR Part 423 and any other standards prescribed by the NYS OCFS.
- SAI agrees to accept all eligible referred youth with the exclusion of an individual who is a danger to themselves or others **based on the results of the intake assessment and includes a review of any mental health involvement, or JD charges.**
- SAI will work to remove barriers to youth attendance, or ensure online instruction
- SAI will provide program enhancements that will be implemented during summer and school vacation weeks such as increased outings, attendance at educational events, recreational opportunities.
- SAI is responsible for completing comprehensive background inquiry on any employees, which includes but is not limited to NYS State Central Registry Clearance, NYS Justice Center and criminal background inquiry via fingerprinting. Such background inquiries shall comply with NYS OCFS.
- SAI acknowledges that the DEPARTMENT(S), or designee, is responsible for the authorizing the provision of respite services and approving youth’s eligibility.
- SAI and the Department (s) will cooperate in the collection and exchange of data to facilitate service planning and to provide required information to the State’s **CONNECTIONS** activity window.
- SAI agrees to abide by the DEPARTMENT (s) quality assurance processes.
- SAI agrees that when servicing Person in Need of Supervision (PINS), SAI agrees to transmit the *Family Assessment and Service Plan (FASP)* documents to DEPARTMENT staff via **CONNECTIONS** and share any other information required.

- SAI agrees to work with DCYF/Probation to ensure FASP's are launched/completed/approved on time.
- SAI agrees to use the *Service Plan Review (SPR)* tab in *CONNECTIONS* and complete it for all required *Service Plan Reviews* per NYS Rules and Regulations.
- SAI, when servicing Raise the Age (RTA) youth, when given access, will enter case notes into the PROBATION DEPARTMENT'S client automation system on a regular basis and in a timely manner. The PROBATION DEPARTMENT will provide any needed training.
- SAI will cooperate in the collection and exchange of data to facilitate service planning.
- SAI will not issue any case specific reports/letters of recommendation without the DEPARTMENT'S prior
- SAI agrees to comply with the reporting provision of suspected child abuse or maltreatment as set forth in Article 6 of Title 6 of the Social Service Law.
- SAI agrees to notify the Department of reports of suspected child abuse or maltreatment of a youth and family receiving respite services.
- SAI will report any incidents of injury to children/situations that placed a child at risk of harm to the Department(s) immediately following the incident and comply with all Justice Center reporting requirements.
- SAI will complete and submit a monthly report to the Department(s) or designee within five business days following the end of the month.
- SAI will submit to the Department(s) an Annual Report per Program Area to be incorporated with the Department's quality assurance processes.
- SAI agrees that it will not release any public relations materials (such as brochures, flyers, etc.) without the approval of Albany County, include the Albany County seal, and state the program is funded, at least partially, by Albany County Department of Probation/Albany County Department for Children, Youth, and Families.
- SAI has outlined in this proposal the process by which prescribed medication would be administered during programming and the minimum credentials of the professional(s) who will dispense prescribed medication.
- SAI has outlined in the proposal how youth will be transported to and from any center-based respite program, who will and can provide transportation, and who will provide supervision of youth being transported
- SAI agrees/does currently provide a respite program founded on best practice principles
- SAI demonstrates that the program is culturally competent

3. Effectiveness of Serving This Population: We have improved our practices and become more effective because of the DCYF site visits. Their recommendations and our responsiveness to them improved services to Albany County youth/families. For example, *Rapid Engagement:* On the day of referral, we assign a therapist to each family who initiates engagement & secures accurate family contact information. *Documentation:* SAI has restructured the clinical department to provide more supervisory attention/staff coaching on all electronic & paperwork documentation. *Case Record Document Check List:* Is now completed on all cases, and reviewed by the Clinical Supervisor to assure that documentation is complete & timely. ***The QA visits have consistently noted the following strengths:*** *Rapid Engagement of Clients in services:* SAI has worked diligently meet this outcome of 90% of client referrals engaged within 24 hours of referral. As of the last site visit, that SAI had "greatly improved with 24-hour engagement". Our program statistics reflect successful engagement 95% of all referrals within 5 business days (86% within 3 business days). *High Levels of Family & Youth Involvement in Program Services:* Consistent with SAI service philosophy, collaboration w/ youth/families is a cornerstone of all programs. We accommodate client's schedules &

follow through w/ safety planning & recommended treatment that supports families functioning. Involving families in the effective Reflecting Teams & Family Team Conferences models have proven to be effective and Teleconferencing is available.

4. Key Performance Objectives/Process for Tracking: SAI will achieve the key performance objectives and to do so will: Provide brief and temporary care and supervision of children and youth, and relieve parents of the care of such children when the family needs immediate relief. SAI will also support the family in ways that helps them maintain/restore family functioning, and involve them meaningfully at the service delivery, management and policy levels. SAI will work quickly to get the youth/family reunited and communicate daily with each other to brief them on all developments. SAI will coordinate a discharge-planning meeting, and the Probation Officer will make every attempt to attend this meeting, as schedules permit. Finally, as part of discharge planning, the Probation Department and SAI evaluate the need for ongoing services such as Prevention or community based services.

Tracking outcomes & reporting these to the DEPARTMENT: Staff is trained on CONNECTIONS, the child welfare computer system that documents information about families & children in NYS. SAI also uses AWARDS (Data Base used for case management/client tracking, behavioral health EHR (Electronic Health Record) & the HMIS (Homeless Management Information System). The AWARDS Data Base System offers full functionality for case management, client tracking, behavioral health EHR (Electronic Health Record). AWARDS is HIPAA-compliant, & it is federally certified as an Electronic Health Record (EHR) for Meaningful Use.

5. Describe Family Involvement: SAI adds additional resources as in-kind contributions to the respite program to encourage family involvement. For example, funds will be available to plan family meal nights, to provide transportation & childcare if needed. During family nights staff will create opportunities for acknowledging the accomplishments of the youth/family, meet other families facing the same or similar challenges, facilitate family friendly non-judgmental support groups, share community resources, offer families modest incentives such as small goodie bags w/ food coupons, &/or specialty items.

Respite staff are sensitive to the needs of families from non-dominant cultures. These families may more easily be engaged by SAI staff who are “cultural insiders” and we may invite those staff to attend the family nights. SAI will also have translation services. The outcomes of these efforts will be to help to bridge cultural gaps in communication. SAI implements the Family Team Decision Making to engage & empower those with a close connection to a family or child being served. The process begins with convening a meeting between extended family, supports & professionals; ensuring that schedule is convenient to all & may require nights/weekends; providing beverages/light snack; beginning by sharing concerns/needs and exploring solutions & supports; making decisions and developing a plan of support; agreeing on how they will review their plan and finally, reviewing the meeting.

6. No Subcontracted Services for This Program

7. Evidence-Based Treatment/Promising Practices: SAI uses the following evidence-based treatments &/or promising practices as our service delivery framework. These include Therapeutic Crisis Intervention (TCI), Service Outcome Action Research, (SOAR) for youth & their families, a long-term research study sponsored by the SUNY Albany in partnership with SAI & LaSalle School, & Collaborative Problem Solving, (CPS), & Adverse Childhood Experiences (ACEs) survey administered to all SAI youth.

8. Rapid/Consistent Engagement/Families, Fathers, Extended Family Members: SAI has a history of successfully engaging families, supporting them & demonstrating effective advocacy services.

SAI's success has been well documented through many years of positive evaluations by federal, state & local evaluators, &, most recently, by the Council on Accreditation (COA). COA evaluators reviewed each SAI program, its practices & its capacity to engage/support & advocate for families, including fathers & extended family members; they concluded that SAI met their high standards & concluded that ...*"Family engagement, support & advocacy practices are core elements of many, if not all, of SAI programs."* SAI's residential program, serving Child Welfare youth, the SAI 853 School, & its community-based programs require skillful delivery of family engagement, support & advocacy practices & meet the high standards of excellence in each area.

Additional Qualification/Experience: SAI has a long history of providing Albany County youth respite, emergency placements, expedited placements, CPS emergency placements & long-term residential care. Of special note, since SAI began accepting emergency placements, 98% of referred Albany County youth have been accepted upon referral from ACDCYF/Probation.

SAI has expanded its service options over time to meet the ever-changing needs of each youth/family. ***Please see Attached Chart of Additional Resources Available to Albany County Youth/Families.***

End of Proposal from St. Anne Institute for Respite Services, RTA and PINS Youth