

RFP Response Form

Lead Agency for the Homewood/Brushton Family Support Center

PROPOSER INFORMATION

Organization Name: Pittsburgh Association for the Education of Young Children (PAEYC)

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PROPOSAL INFORMATION

Date Submitted: 10/7/2016

Amount Requested: \$400,000 annual budget

REFERENCES

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

Provide the name and contact information [include email address and telephone number] for three families that have been served by your existing programs.

Provide the name and contact information [include email address and telephone number] for three residents and/or providers of Homewood/Brushton who can discuss your organization's presence in the community.

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REQUIREMENTS

Please respond to the following items. The maximum score a Proposal can receive is 200 points. Your response to this section should not exceed 15 pages.

Organizational Experience and Capacity (40 points possible)

- 1. Use the table below to list the contracts you currently have with Allegheny County DHS or other Pennsylvania counties to provide human services. Add additional lines to the chart as necessary. PAEYC does not currently have any contracts to provide human services in Allegheny County DHS or other Pennsylvania counties.**
- 2. Has a contract that your organization held with a government entity (local, state, or federal) ever been terminated? If yes, please describe the nature of the contract, name the jurisdiction with which the contract was held, the year that the contract was terminated and the reason for the termination of the contract.**
PAEYC has successfully completed all contracts it has held with government entities.
- 3. Describe the level of stakeholder/participant involvement with your current programs. If you work with participant or stakeholder councils, advisory boards or other groups, describe how those groups influence the program, fiscal and strategic decisions of the organization.**
As a non-profit organization that has members in ten counties of Southwestern Pennsylvania, PAEYC must respond to the needs of its membership. Membership include early intervention specialists, early childhood advocates, parents, students, early care and education center directors, classroom aides, and Head Start and Pre-K Counts educators. Consequently, PAEYC continuously collects member feedback to inform program and organizational goals.

The overarching goal of the Homewood Early Learning Hub is to authentically engage the community in all planning and programming. Before programming was set to begin in 2012, PAEYC worked with neighborhood partners to conduct an early childhood environmental scan. In addition to the informal neighborhood census of young children and the identification of early childhood assets, PAEYC directly asked Homewood residents what they believe are the five things every child should experience in Homewood. Over nine months PAEYC gathered more than 400 examples of community members' hopes and dreams for their children. The responses included:

- A Home with Unconditional Support
- Self Respect and Positive Role Models
- Diverse Education
- Fun & Healthy Activities

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- A Safe Community to Play

These responses informed PAEYC's initial planning and continue to inform all Hub activities and guiding principles for the Early Childhood Steering Committee. PAEYC continues to collect and incorporate feedback from Homewood families and community-based organizations.

In addition, representatives of PAEYC are active participants on more than 30 advisory boards and steering committees at the city, county, and state levels including the DHS CYF Advisory Board and Family Support Policy Board. Our participation has allowed us to influence policies at all levels, as well as strategically inform our work with early care and education providers.

4. Describe your organization's experience in serving the Homewood/Brushton community (i.e., the services, programs and activities your organization currently provides in Homewood/Brushton and the partnerships you have in the community).

PAEYC works to support high-quality care and education for young children from birth until age nine across 10 counties in southwestern Pennsylvania. It provides professional development, community resources and advocacy for the needs and rights of children, their families and the individuals who work with them. In Homewood, the Early Learning Hub is a component of a neighborhood strategy that focuses on children and families. PAEYC collaborates with the Homewood Children's Village as the child development and early care and education expertise component of the comprehensive place-based strategy. The Early Learning Hub has a dedicated professional development space, a cozy family meeting area, an infant and toddler classroom, and a preschool classroom. Although children are not directly enrolled at The Hub, its programming serves approximately 130 children, families, and early childhood education providers a month under the guidance of a dedicated staff of early learning professionals, professional development instructors, early childhood partners.

The Early Learning Hub offers opportunities for play through its programming, and information about developmentally appropriate play through its resource materials. Staff strive to educate the whole community about how children develop and learn at home and the community, and emphasize the importance of play for children who live in stressful environments. Families are encouraged to participate in Come Play! get togethers at the Early Learning Hub that provide space and time for families to lose themselves in the joy that is playing with their young children in a safe and developmentally appropriate environment.

The Early Learning Hub has provided the opportunity to work closely with home-based providers and better understand their unique strengths and challenges. By directly responding to their needs and meeting them wherever they are at in their personal and professional development journey, PAEYC learned that home-based providers more closely resemble the care and support structures of families, and less like traditional center-based care. Consequently, the Commonwealth's Quality Rating and Improvement system, Keystone STARS, does not adequately support them in the way that it does for Centers and underemphasizes the core elements of quality early childhood experiences that lead to positive child outcomes (i.e., interactions). The Homewood Child Care Alliance (HCCA) was formed to bring home-based child care providers together into a learning community that provides a support network for home-based providers. This group attends weekly strengths-based professional development and reflection sessions called Come Play! that are designed to reflect their unique environment and promote healthy child and caregiver interactions.

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HCCA members have grown into roles as community leaders and early childhood advocates. They have presented at conferences, participate in local advisory boards (i.e., Family Support), and advocate for increased early childhood funding in Harrisburg.

Building trust and relationships with community members takes time, but the investment pays dividends. For example, The Raising Readers Together program brings families together to promote early literacy and a love for reading. The success of the program has resulted in the barbers at Willie Tee's Barber Shop asking to host a weekly Raising Readers gathering, and officers from Pittsburgh Bureau of Police Zone 5 attending the weekly session to further engage with the children and parents of the community. A partnership with Buzzwords Pittsburgh teaches early literacy through the arts, and a cohort of Homewood Parent Ambassadors works to encourage parents to participate in early literacy activities. PAEYC also continues to partner with The Early Learning Institute (TELI) to develop a coordinated professional development and mentoring protocol for home-based providers, works with HCCA members to promote healthy social-emotional development during Come Play!, and with the larger community during Raising Readers Together. In addition, TELI collaborated with HCCA members on how to best speak with parents about a concern the provider may have regarding their child's development. As a result, providers' increased confidence in having this difficult conversation and led to parents of 50% of children in HCCA care settings granting permission for children to receive a developmental assessment from TELI.

The Hub has also strengthened PAEYC's relationship with neighborhood organizations. For example, a partnership between PAEYC and Pittsburgh Public School's Crescent Early Childhood Center received a Community Innovation Zone Grant from the Pennsylvania Office of Child Development and Early Learning to collaboratively develop a prenatal-to-third-grade continuum. A component of this work has been to engage neighborhood parents to design a series of Parent Café's that build protective factors, and promote deep individual self-reflection and peer-to-peer learning. In addition, PAEYC convenes the Homewood Early Childhood Steering. This organization of early childhood partners works to share data, coordinate resources, and align early childhood services in the community.

The Early Learning Hub model continues to gain notoriety as a successful community-driven program for young children, their families, and early care and education providers. Engaging families is critically important for improving child outcomes. In June, the National Family & Community Engagement Conference was held in Pittsburgh. The conference was designed to support all those committed to high impact, evidence-based family and community engagement strategies. It examines what schools and communities around the country are doing to realize mutual goals and maximize impact through productive family-school-community partnerships. PAEYC, and the Early Learning Hub, was selected as a site visit to showcase Homewood's success as an early childhood model of innovative and responsive professional development, community-driven family programming, and deep organizational partnerships.

- 5. Describe your organization's existing internal quality assurance systems, how those systems have been used to identify programmatic deficiencies and the process involved in designing and implementing program performance improvement strategies. Discuss the strategies taken to resolve identified deficiencies and barriers and to strengthen your organization and its service.**

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PAEYC strives to continuously grow as a learning organization. To support the building of the capacities needed for organizational growth and to oversee the process, PAEYC hired a Director of Evaluation and Data. The first aspect of this process has been to develop organizational and programmatic logic models. The second aspect has been to improve data collection strategies in order to better inform decision-making. The third component of this work has been to work with PAEYC staff members to develop their capacity to analyze and interpret data. In addition, staff continue to develop their ability to use systems thinking, clarify and deepen their commitment to their craft, establish mental models and theories of change that guide their work, build a shared vision, and to engage in the productive dialogue needed for team learning. Parallel to the capacity building, PAEYC continues to work with a Certified Public Accountant to develop a system to monitor the effective and efficient use of financial and human resources needed to produce maximum impact.

6. Describe how your organization will strategically position its Board of Directors, management and staffing structure to enhance the implementation of the services as described in the RFP.

The PAEYC Board of Directors is composed of individuals that are able to provide financial, advocacy, health and program guidance. Current Board members reflect the various fields of the work of PAEYC and HBFSC (e.g., finance, pediatrics, local and state-level policy-makers, early childhood) and are able to utilize their valuable networks to promote healthy child and family development, support a comprehensive system for child and parents, and provide leadership opportunities for parents. In addition as the Lead Agency, PAEYC will provide financial oversight to the HBFSC and timely responses to the financial and administrative needs of HBFSC staff and families. The Family Support Center staff will be represented on PAEYC's Leadership Team, which meets weekly to discuss pertinent issues, strategically plan, and coordinate and monitor programs. PAEYC administrative staff is also able to provide an IT infrastructure and assist in the effective collection, storing, analysis of HBFSC data. In Homewood, the Early Childhood Steering Committee has been meeting for the past five years to share information, coordinate services, and identify any potential gaps in services. HBFSC representatives will continue to play an important role in developing coordinated system for young children and families in Homewood. Finally, PAEYC staff are able to provide support and professional development experiences for HBFSC staff and work directly with families and young children when needed. In addition to being child development and early care and education experts, members of the PAEYC staff are qualified to provide support and training for the national evidence-based model Strengthening Families, Ages and Stages, and previously worked as home-visitors supervisors in Allegheny County.

7. Attach an organizational chart which shows how the HBFSC program fits into and is supported by the full organization. Attach a list of current board members and their professional affiliations. Attachments do not count against page limits.

Strategy for Adhering to Program Standards (40 points possible)

8. Describe the role that the HBFSC will play in your overall organization and the changes will your organization will need to make in order to operate a Family Support Center that delivers the services according to the standards laid out in the RFP.

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Collaboration between PAEYC and the HBFSC offers the opportunity to build a comprehensive support system for young children and families in Homewood. In addition, coordination with Homewood child care providers will offer the opportunity to expand and strengthen the network of supports for children and families into multiple settings within the community. Further coordination between the various settings will also allow for a more holistic understanding of a family's strengths and the obstacles they face. Improved communication between early childhood organizations and HBFSC will reduce a family's need to choose between events schedules at the same time, further reducing the burden placed on them. PAEYC does not anticipate the need to make dramatic organizational changes in order to support the HBFSC to provide high quality services. For the past five years, PAEYC has used a strengths-based approach with home-based child care providers to support their personal and professional development, and to develop support networks. Furthermore, PAEYC understands the importance of family engagement. NAEYC standards, Keystone STARS standards, and Head Start standards all express the need to for family support that is reciprocal, allows for families to participate in decision-making and goal setting for their child, provides learning activities for families and the community, and offers opportunities to participate in program level decision making and wider advocacy efforts. Family support and engagement is an essential component of high quality early childhood education, and PAEYC's mission.

9. Describe how your organization will accomplish the following as the Lead Agency for the HBFSC:

a. Partner with participants

Many families that are currently active at HBFSC also participate in PAEYC programming (e.g., Raising Readers, CIZ Parent Café, The Homewood Block Party, Back-to-School Fest, Kindergarten Readiness Club, and center-based events). For those families that are involved in either PAEYC or HBFSC programming, outreach will be conducted to recruit new members, and collect community input on the needs of families and young children. A strategy that combines FDS outreach, walk-in hours at the HBFSC site, canvassing, and networking with organization that work with young children and families (e.g., Primary Care, child care centers and homes, YWCA, HCV) will be implemented.

b. Implement an evidence-based or evidence-informed home visiting program (Please name the home visiting model you propose for the HBFSC)

PAEYC strongly believes that interactions are the active ingredient of healthy child and family development. Supporting parents' ability to form healthy relationships with their children demands that parents are equipped with knowledge of child development and parenting practices, have supportive networks, and have access to the support and services to help them meet their concrete needs. In addition, there must be a pathway for children to develop social and emotional competencies, and receive intervention support when needed. To this end, PAEYC will continue to use Parents as Teachers (PAT) as the evidence-based home visiting program. The current HBFSC staff are trained in and use the PAT curriculum. Continued use of the program allows for continuity of services for participating families. In addition, PAT is cost-effective and provides a great deal of flexibility which allows for PAT to act as the foundation onto which additional home-visiting components can be added when they are needed to further support families.

c. Assess a family's strengths and needs

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All families have assets and strengths. Identifying those assets, and building on them is the foundation of family support. Prior to any work, cooperative relationships and shared responsibility need to be built. Upon entering the HBFSC each family will be assigned a Family Development Specialist (FDS). The primary role of the FDS will be to build trusting and cooperative relationships with families. A component of that process is the completion of the PAT's Family-Centered Assessment that helps parents and the FDS identify factors that may influence family and child well-being, and the appropriate and continuous screening of young children in order to identify developmental strengths and possible developmental delays. FDS will also establish opportunities to observe the family in their home, centers and within their social arrangements in order to coach and strengthen family resilience by developing protective factors (i.e., parental resilience, social connections and supports, knowledge of parenting and child and youth development, concrete support for parents, social and emotional development competence of children). The FDS will meet with each family in their homes at least two times per month to focus on parent child interaction, developmental parenting, and family well-being. In addition, the FDS can provide private conferencing with families at the HBFSC office space, or meet with within the community at the convenience of the family.

d. Assist parents in setting goals for themselves and their children based on the assessment

Goals will be built around the protective factors identified in the assessments and observations, and developed in partnership with families. Although they are developed in partnership, they must be a reflection of a family's current situation and rooted in the family's identified path for growth. Motivational interviewing is an evidence-based method for supporting parents and families to adopt new behaviors. It builds on empathy and a genuine and unconditional positive regard for the parents and children. HBFSC staff not trained in the method will receive appropriate training in order to cooperatively develop a family development plan and personal opportunity plan for individual parents. These plans will identify immediate and intermediate goals that are recognizable to the family, longer-term goals, as well as identify plausible pathways and supports needed to achieve a families specified goals.

e. Facilitate groups including support groups for parents and parent-child interaction groups

The HBFSC will offer opportunities to form group connections. Activities may focus on parent or child socialization, or provide opportunities for healthy parent and child interactions. Activities will also promote the growth of literacy skills, leadership and training, and advocacy. One particular area of excitement is the strengthening of the Fatherhood Initiative. Current PAEYC staff member, Brandon Phillips is excited to continue his work with fathers in Homewood and coordinate more activities for them and their children (e.g. March Dadness.) The activities will include, but are not limited to: Parent Café, Group Play Dates, Fatherhood Initiative, Come Play!, Raising Readers Together, Education, workshops, and trainings, Community events and family fun nights, Field Trips, Advocacy training and visits.

f. Provide leadership development opportunities for participants

As an organization, PAEYC strongly believes in providing the opportunity to develop as future organizational leaders. This belief will continue to be reflected in the HBFSC. An initial goal of the HBFSC will be to encourage greater participation in the Parent Council and strengthen the capacity of the Parent Council to engage families in decision-making and leadership

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development in the center and community. In addition, parents will be encouraged to participate in center and community programming (e.g. parent advisory boards), recruitment, services, and operations. For example, parents will be asked to participate in the transformation of the proposed location of the HBFSC into a welcoming, stimulating, and safe environment for parents, and children of all ages. In addition, parent will be encouraged and provided with opportunities to develop their leadership and presentation skills, set annual goals that illustrate development, fun, education, advocacy, and partnership and collaboration with other Family Support Centers in the network (e.g. Parent Ambassadors). Lastly, parents will be given various opportunities develop and demonstrate their ability to advocate on behalf of the HBFSC, themselves, and their children.

g. Reach out to and recruit new participants

A strategy for recruiting new participants will include a focus on three key areas: outreach, access to HBFSC programs, strengthening of networks. Parents and HBFSC staff will conduct targeted outreach to potential families through referral and canvassing. In addition, HBFSC will provide walk-in hours when community residents can access the services the center provides. Lastly, a network of organizations that work with and offer support to young children and families will be strengthened and expanded (e.g., Primary Care, child care centers and homes, YWCA, HCV) in order to promote referral across organizations and the potential to share information in the future. In addition, community representatives (e.g. organizations and parents) will be formed to advise the HBFSC on community dynamics and opportunities.

h. Retain families for a period of time that would allow them to get the full benefit of services

The longer a family is able to actively participate in the HBFSC, the greater their potential for developing the desired protective factors. Families that have children ages 0-5 and identify needing support to develop multiple protective factors will receive intensive support (i.e., home-visits), where as families that do not have children ages 0-5 or do not identify the need for support to develop multiple protective factors will receive support as requested. Regardless of the support needed, each family will be encouraged to develop supportive networks. These networks play an essential role in retaining families, reaching out and communicating with them when participation decreases, as well as drawing them back into the center once if they have temporarily reduced their participation.

i. Refer and provide guidance (or a “warm hand-off”) to families for services they may need

When additional support is needed to help families meet their goals, FDS will make referrals by coordinating with the network of community resources and supports developed by PAEYC and HBFSC. One such example is the newly emerging Urban Leadership Institute coordinated by the Homewood Children’s Village. However, planning for the referral is just as important as identifying the additional service or support. It will be the responsibility of the FDS to coordinate with the parent and the service organization the terms and responsibilities of the support offered. In addition, a follow-up process to determine the follow through of parents and service providers will be defined.

j. Evaluate program outcomes

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Continued attention will be given to the systematic gathering, organizing, and maintenance of records. A dedicated HBFSC staff member will coordinate the data entry into the LIFT data management system. In addition, the HBFSC will continue to use PAT record keeping system to track family progress. Through surveys and focus groups, parent feedback will continuously be incorporated into program assessment. To ensure program fidelity, weekly staff meetings will be held to discuss program updates, family status, and staff needs. The HBFSC Director will supervise staff, and yearly performance evaluations will be conducted. Staff will also be encouraged to provide feedback on leadership and the Lead Agency through an open-door policy and routine satisfaction surveys.

Parent Voice in Program Management (40 points possible)

10. Describe how Homewood/Brushton parents or community members were involved in writing your organization's response to this RFP.

Homewood/Brushton parents were very involved in writing this RFP. When the HBFSC moved to its Tioga Street location in March of 2016, it was evident that parents and community members were not happy. PAEYC staff was present to listen and learn from members about their frustrations. Considerable efforts have been made in order to integrate parent and community voice into this RFP. Being that the HBFSC and the PAEYC Homewood Early Learning Hub share many families, PAEYC has interviewed a half dozen HBFSC families to discuss where and what parents envision in a space for the HBFSC. PAEYC and families also discussed program sustainability and revitalization, and organizational structure in context to parent involvement. All of the information that was obtained during the conversations is reflected throughout this RFP.

11. Describe how you understand the role of your organization and the role of parents when managerial and strategic decisions need to be made for the HBFSC (e.g., program planning, hiring, budgeting)?

It is PAEYC's responsibility to ensure the inclusiveness of parents in programs, leadership, support services, and literacy. Parents will continue to assume strong leadership roles such as Family Aids. Through the Parent Council, parents will steer what programming and content comes and stays within HBFSC, such as Buzzword Pittsburgh. And, parents will fundraise for community events such as "Family Movie Night". In addition, parents will be one source of input in the hiring process, by providing insight on the qualities of the individuals that work directly work with them. When possible FDS or Family Aids have been recruited from participating. PAEYC will work to ensure a center culture where parents promote their peers into similar opportunities.

12. Describe your specific plans for how to engage families in the proposed Family Support Center:

a. How will the "family voice" be organized?

The Parent Council and Parent Ambassadors are the primary means for organizing parent voice. But they are not the only means. As a community based organization, PAEYC understands and respects that family voice looks different for each individual of the family, and it looks different in different settings as well. PAEYC plans to model HBFSC's approach to organizing family voice by establishing a safe, comfortable, and open space for all people. PAEYC hopes to do this through current HBFSC strategies such as embracing diversity, promoting family centeredness and strength, and community unity. PAEYC plans to follow HBFSC's model of organizing family

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voices based family needs, individuals/parents, and children that are identified during enrollment. PAEYC imagines that families will feel at home coming into the HBFSC. Parent Café will provide a safe and comfortable space for parents, and children will be nurtured through developmentally appropriate learning opportunities in their designated spaces. During these times of synchronicity, parents will be able to express their thoughts, concerns, and dreams in a space free of judgment, and their kids will have similar opportunities in their space as well.

b. What decisions will be made with family input?

Because HBFSC is a community organization driven by the needs of the community it serves, PAEYC intends to include family input into as much decision making as possible. Parents will be encouraged to participate in establishing program goals, identifying needed services, expressing their perception of staff quality, evaluating services, setting participation guidelines, providing input on how the budget will be spent, and securing additional program funding.

c. Which decisions will be made without family input?

Some decisions that will be made without family input include how home visits are conducted, HBFSC staff meetings, reflection, supervisions, and evaluation of staff. It is not PAEYC's intention to exclude family input in decision making that affects families or their involvement directly.

Program Quality Management (20 points possible)

13. Describe your strategy for supporting a Center that adheres to the Family Support Quality Standards (Appendix C) and for your process for ongoing center self-assessment.

Ensuring that HBFSC staff has the resources (e.g. finances, technology, time, space, knowledge, etc.) and infrastructure they need to do high quality work is PAEYC's number one priority. HBFSC staff and families also require a Lead Agency that is able to quickly respond to their needs (e.g. reimbursement). In addition, the Lead Agency will support the HBFSC staff to implement continuous center- and self-assessment. This will include structured self-assessments that combine the views of administrators, staff, parents and other stakeholders. In addition, a system of documentation, reporting, analysis and review, reflection, and supervision will be implemented in order to create data-driven dialogue and growth.

Staff Qualifications and Experience (20 points possible)

14. Describe your proposed staffing plan for the HBFSC.

a. The current Homewood/Brushton Family Support Center has staff in place. Describe the approach you would take with them.

PAEYC plans to retain four of the HBFSC staff. PAEYC and HBFSC have worked together on events such as the Homewood Back to School Fest, Buzzword Pittsburgh programs, and family field trips to Frick Park. HBFSC's strong presence and commitment to the Homewood community is an asset as they organically rebuild themselves as an organization. During the transition phase, PAEYC leadership will meet with each continuing staff member in order to understand their vision for the growth of the HBFSC, and their personal and professional development. These conversations will act as the foundation for future goals setting that will be

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used for performance reviews. In addition, additional training and support that staff may need can be discussed during this time.

b. What do you think is a reasonable number of families that a direct service staff member should work with?

PAEYC believes that an appropriate maximum number of families served by direct service staff is 20 families. With that number and with a capacity for 4 Family Development Specialists, it is possible for the HBFSC to serve up to 80 families within the Homewood Community.

c. Please attach an organizational chart reflecting the names and positions of any staff members who you propose will participate in the HBFSC Program. Also attach job descriptions for the positions you propose. Attachments do not count against page limits.

See attached documents.

15. Describe how your staffing plan reflects the Homewood/Brushton community.

a. Describe how the Family Support Center staff will be recruited to reflect the Homewood/Brushton community.

In the past the HBFSC staff have been recruited from the families that have been involved with the programming, opportunities, and support provided by the HBFSC. With this transition, PAEYC plans to continue this successful model. PAEYC believes in supporting community members that want to empower and promote people who they share their community with. Both internal and external networks will be utilized to identify appropriate candidates that reflect the needs of the HBFSC, the needs of Homewood, and possess the skills necessary to help families build support factors.

b. Provide data on the total number of staff currently employed by your organization who live in Homewood/Brushton.

PAEYC currently employs 5 Parent Ambassadors that live Homewood, whose work encompasses community outreach and engagement, and program support.

16. Describe your organization's current staffing policies.

a. Describe how your organization ensures diversity in staffing.

PAEYC is an equal opportunity employer committed to hiring high quality professional staff. PAEYC's commitment to diversity is best demonstrated by its diverse staff who reflect the variety of education levels, genders, race, religions, ethnicities, and education levels of Pittsburgh.

b. Provide statistics for annual staff turnover for each of the last three years in your existing programs.

PAEYC staff is the key to its organizational success. Organizational culture, support to achieve personal and career goals, and flexibility for life events all contribute to PAEYC having a low turnover rate. With that said, PAEYC has experienced the departure of three beloved staff members in the past three years. Three of those departures were the result of staff transitioning to positions at the Pennsylvania Office for Child Development and Early Learning (OCDEL) to oversee early childhood programs directly related to PAEYC's efforts in Homewood. After ten years, PAEYC's previous Executive Director, Michelle Figlar, transitioned to lead OCDEL

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as the Deputy Secretary. Since then, she has returned to Pittsburgh as the Vice President of Learning for the Heinz Endowments. Becky Mercatoris transitioned to the role of Director of the Bureau of Early Learning. And, Sue Polojac transitioned to the role of Race to the Top Early Learning Challenge Director.

17. Describe your organization's ongoing professional development process for employees and how the training needs of Family Support staff will be addressed.

PAEYC provides its entire staff with continuous opportunities to further their education. Staff members are encouraged to present at local and national conferences, represent PAEYC on advisory councils, and enroll in higher education or certification programs when needed. HBFSC staff will be provided with the same opportunities. As an organization, PAEYC manages multiple professional development contracts, which will be available to HBFSC staff. In addition, current PAEYC staff members are trained to provide professional development on family engagements, family support, assessment, and home-visiting strategies. They will be able to provide customized professional to HBFSC staff. If the expertise is not in-house, PAEYC is able to access its vast network of partners to provide professional development experiences.

Implementation Plan (20 points possible)

18. Describe your organization's implementation plan for the HBFSC.

a. Describe how you will implement parent engagement; staff recruitment and training; program development for your proposed home visiting program, group work and other activities; and other steps to launch the HBFSC.

Gathering parent feedback, promoting family engagement, and establishing a strong Parent Council are priorities for the continued success of the HBFSC. Trainings needed by families will be identified through individual and group interviews and surveys. To encourage family engagement, families will be asked to directly participate in the design and preparation of the proposed HBFSC location. Additional opportunities to make group connections, promote healthy parent-child interactions, and to develop leadership and advocacy skills will be offered each month. Ensuring that staff is equipped and knowledgeable will be the second primary focus. There should not be a dramatic break in home-visits. Current HBFSC staff is an asset to the continued strength of the program. Although PAEYC will need to become a PAT affiliate, current staff members are trained home-visitors and will be able to continue the work without delay. PAEYC anticipates the need for one additional FDS. Internal and external networks will be utilized to identify appropriate candidates. The successful candidate will be trained and mentored to ensure their success.

b. Provide measurable benchmarks and describe activities that will take place each month for the first 12 months of operation.

Year 1 goals will focus predominantly on recruitment and enrollment of new families, gathering family and community feedback to ensure that center programs are family driven, and reflect and enhances the community. Each HBFSC parent will be surveyed, and at least 3 focus groups

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will be held for Homewood parents and organizations. In addition, existing networks of providers will be documented and analyzed. Areas of strength and expansion will be identified, and strategies will be outlined. All families that are currently receiving home-visits will continue to receive them without a prolonged break in support. In addition, at least 2 group connection activities will be held each month. Educational, leadership development, and advocacy opportunities will be scheduled once parent needs and desires have been identified.

c. Identify the challenges you expect and your plan to address them.

HBFSC parents have already been consulted about what wish for the location of their site. The immediate challenge for the first year is to engage families to design and prepare the HBFSC location. This location will be their space, and should reflect their desires and needs.

d. Describe who will be responsible for managing and overseeing the various aspects of the implementation plan.

Management and oversight of the implementation will be the responsibility of the HBFSC Director, and PAEYC Leadership Team.

19. Describe your plan for the HBFSC site.

a. If you are proposing a specific location for the HBFSC, please provide the address and describe its accessibility (e.g., signage, bus routes, parking, accessibility for individuals with disabilities and parents with strollers), size (e.g., number and approximate size of rooms), hours of operation, security and other amenities.

Based on parent and family input, PAEYC has a written intent to lease for 586 Rosedale Street, Pittsburgh PA 15208. The location is an entire home retrofitted as a commercial space to fit various childcare needs. What makes this location unique is that it meets various needs but still provides the comfort and appeal of a home. There are many appealing elements at this location such as its accessible ramp to the entrance, its fenced in playground location, and its ample on street parking. This ideal location is located in walking distance of the East Liberty Busway, and is close to multiple bus routes that run regularly on both Wood Street and Frankstown Avenue.

The first floor has a full-functioning kitchen, a full bathroom, a shared living room and dining room as well as an office with plenty of storage space throughout. Also, it has two rooms, one to act as a meeting space for specific family cases and one to act as a file storage/office for data analysis. In addition, there is a room with an ensuite that will be able to accommodate families in crises such as suspended utilities and/or experiencing abrupt homelessness. On the bottom floor there is additional storage space and a fully equipped laundry room. There is also a fully finished garage space that acts as play/learning space for children. What is unique and ideal about this area is that it can be partitioned off to create different play/learning environments to accommodate children of different ages and development abilities.

One of the best aspects of this location is the safety features that are installed in the space. On both the inside and the outside there are various cameras that can monitor activity that happens on the interior and exterior of the site. In addition, there are commercial doors and

RFP Response Form

Lead Agency for the Homewood/Brushton Family Support Center

commercial lighting throughout the site. You will also find various fire alarms, corner covers, and other safety accommodations throughout. With all of these positive aspects of this location, it is hard to deny that it is the perfect space for the HBFSC. When PAEYC does obtain this location there are a few updates that PAEYC envisions for the space such as proper signage for the HBFSC, updated playground equipment, and a garden for experiential and sensory learning. Being that PAEYC has witnessed parent investment and sees much value in this Rosedale location, PAEYC has taken initiative and spoken with the owner of the 586 Rosedale Street location. From these conversations PAEYC and the owner have come to a rental agreement with proof of both commercial permits and commercial licensing

- b. If you do not have a proposed location, please describe the process you would like to use to identify and secure a site.**

Not applicable.

20. Describe the role of parents will play in determining HBFSC site specifics (e.g., location, type of space to be used, layout of space, décor).

By identifying which families overlap in programming between HBFSC and PAEYC's Early Learning Hub and holding focus groups, PAEYC has identified 586 Rosedale Street as the location of the new site. During these focus groups parents shared ideas on how the space should be used. It is PAEYC's intention to implement these ideas and provide maintenance and sustainability strategies to ensure they stay in place. In addition, PAEYC is aware that HBFSC just attended Fox Chapel Presbyterian Church's Harvest Fair, where their staff went to pick up items of use/need for themselves and the center that were identified by families. Also, HBFSC staff will work closely with families to identify the layout and décor of the site. In addition, HBFSC will work with families to identify the types of learning materials and activities will be available for children at their disposal.

Budget and Budget Narrative (20 points possible)

21. Please Attach:

- a. Your organization's budgets for the two most recent fiscal years
- b. A copy of your organization's latest audit report or certified financial statement
- c. For non-profit organizations, a copy of your organization's most recent Internal Revenue Service Tax Form 990. For for-profit organizations, provide a copy of the most recent 1120 or 1120S for a corporation or 1065 for a partnership.

22. Using the template provided (Attachment F), provide a detailed two-year budget that clearly supports the proposed HBFSC and implementation plan. Your budget should include all the required fields and line items as identified in the template. (The budget template can be downloaded at <http://www.alleghenycounty.us/dhs/solicitations>).

23. Provide a budget narrative (not to exceed 5 pages) that explains and justifies each budget item and how amounts were calculated. You can provide the narrative here, in the budget template or as an attachment. It will not be counted towards the 15-page Proposal limit.

Click here to enter text.

RFP Response Form

Lead Agency for the Homewood/Brushton Family Support Center

ATTACHMENTS

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

- Cover Page
- MWDBE Participation Statement or Waiver Statement
- W-9
- Allegheny County Vendor Creation Form
- Current organizational chart
- List of current board members
- Proposed organizational chart reflecting the HBFSC Program
- Proposed job descriptions
- Your Organization's Budgets
- Audits or Financial Statements
- IRS Forms
- Completed Budget Template

CERTIFICATION

Please read the below statement and check the box to indicate agreement with its content.

By submitting this proposal, I certify and represent to the County that all submitted materials are my work and that all responses are true and accurate.

Board of Directors 2016-2017

Executive Committee:

Ms. Anne Blose Sekula - Director, ReMake Learning Council
President
(2015-2018)

Ms. Melissa A. Kelley– Associate Counsel & Director of Community
Collaboration, Mercy Health System
Vice President
(2015-2018)

Mr. Tom Smith
Secretary
(2014-2017)

Ms. Mara L. Frank – Senior Manager, Ernst & Young
Treasurer
(2016-2019)

Board of Directors:

Mr. John Dunham - Senior Manager, Assurance Services,
PriceWaterhouseCoopers
(2016-2019)

Mr. Norton Gusky- Owner/Educational Technology Broker, NLG Consulting, LLC
(2014-2017)

Ms. Kathleen (Kathy) Harris – Assistant Professor, Early Childhood Education,
Seton Hill University
(2014-2017)

Mr. Chuck Herring - Teacher, South Fayette Elementary
(2015-2018)

Mr. Kirk Holbrook - Chief of Staff, Representative Jake Wheatley
(2015-2018)

Ms. Julie Klasen - Vice President, PNC Bank & Program Manager, PNC Grow Up Great
(2016-2019)

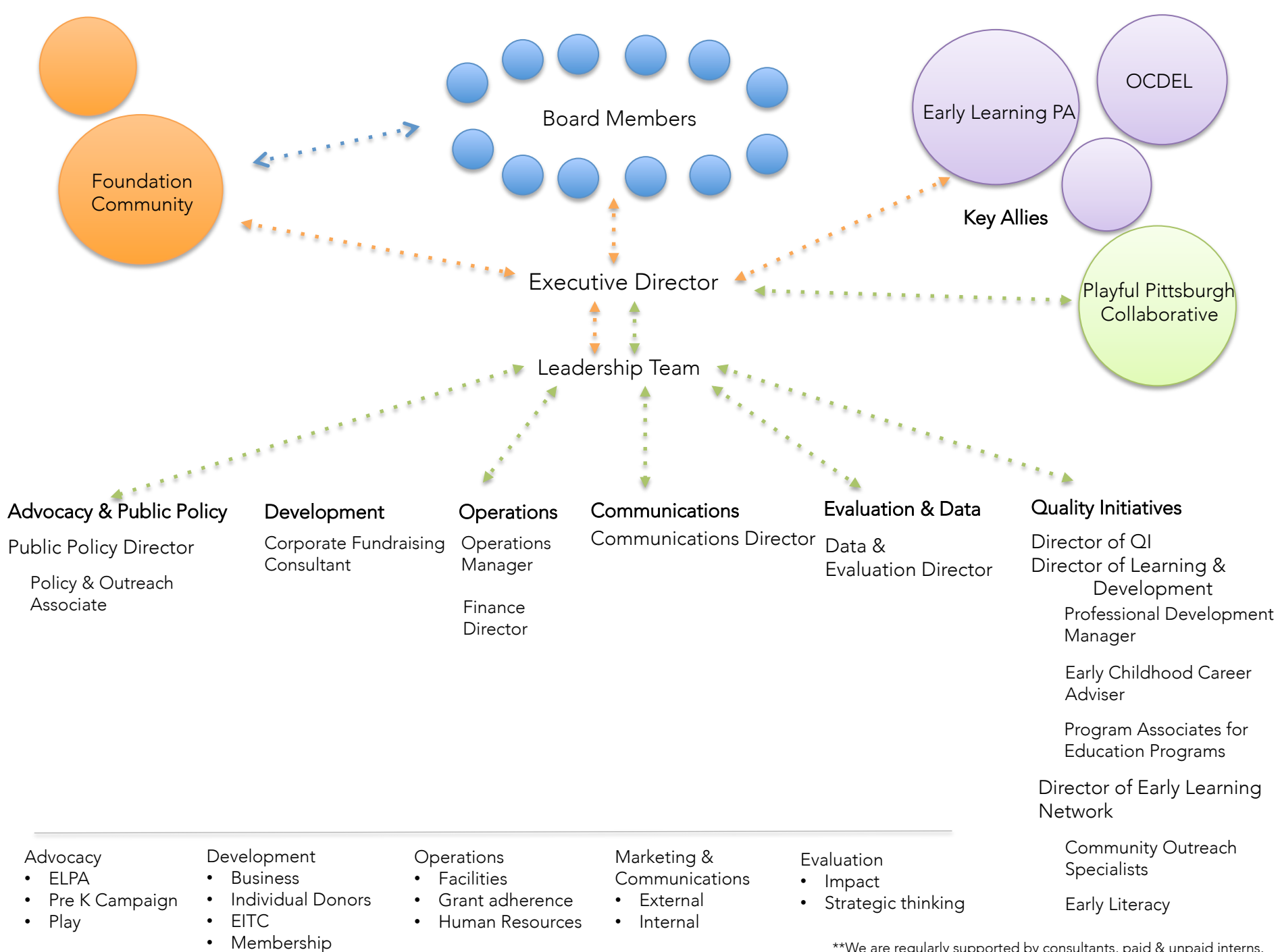
Ms. Cindy Patton – Retired Public School Administrator
(2014-2017)

Ms. Melissa Fisher Reyes - Director of Advocacy & External Affairs, UPMC Health System
(2016-2019)

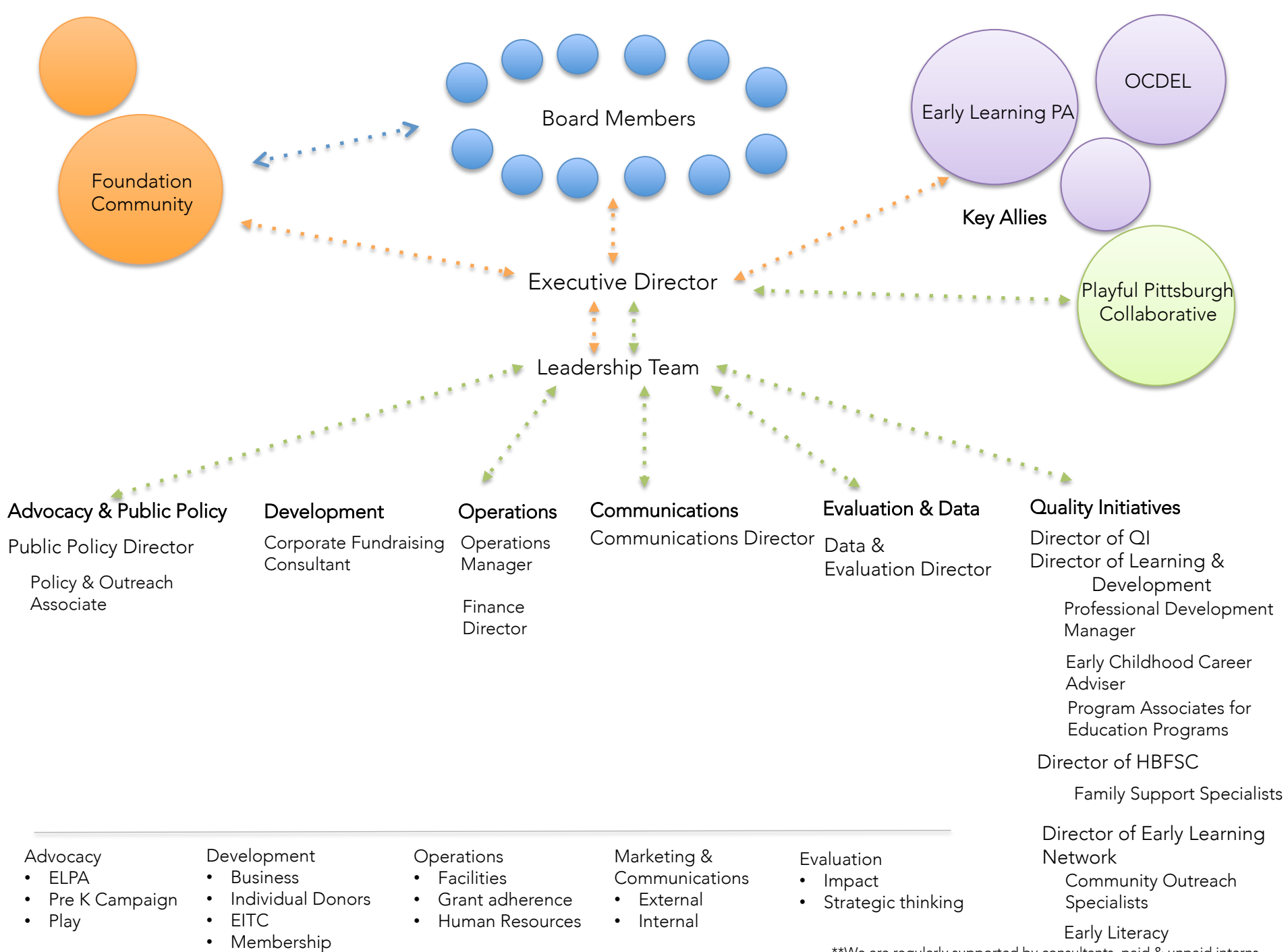
Ms. Maggie Rosenblum – Educational Administrator, CMU Children’s School
(2014-2017)

Ms. LaTrenda Leonard Sherrill - Deputy Chief of Education, Mayor's Office, City of Pittsburgh
(2016-2019)

Dr. Todd Wolynn - CEO, KidsPlus Pediatrics
(2016-2019)



**We are regularly supported by consultants, paid & unpaid interns.



Job Description: Van Driver

Job Summary

Vans can be used for multiple purposes such as transporting people or delivering goods. Van drivers drive vans to ensure transportation of people or things from one place to another.

Passenger van drivers pick up passengers from one point and ensure that they are transported to their destinations in a safe manner.

Van drivers need to be vigilant and have a keen sense of direction.

Passenger Van Driver Job Duties

- Take instructions from company regarding picking up passengers
- Ensure attendance at the place of pickup in a time efficient manner
- Assist passengers in embarking on the van – help elderly passengers by providing physical support
- Provide assistance in loading luggage onto the van and ensuring that it is set in a proper and safe way
- Map out route with the least amount of traffic and mileage
- Drive van to the destination by following traffic rules and regulations
- Assist passengers in disembarking from the van
- Provide assistance in unloading luggage
- Check the van periodically to make sure that all is in good working order
- Perform general checks and scheduled maintenance on the van

Purpose:

Family Development Specialists (FDS) are responsible for providing direct service to families from diverse backgrounds with children birth - 6 years. These prevention services help families set personal goals and address the many obstacles that come up in day-to-day life in Homewood-Brushton. This direct service will include preschool programming, home visits, goal planning, developmental screenings, advocacy and referrals linking families to any needed services.

Responsibilities:

- Attend minimum of twenty (20) hours of job-related trainings annually
- Attend staff meetings
- Build positive rapport with parents and children
- Complete minimum of one or two home visits per month depending on evidenced-based curriculum model/or prevention model
- Develop and/or assist in the child programming and parent-child interaction groups
- Facilitate preschool 2 (two) days a week (3 hr.) program using Pennsylvania Education Standards and Parents and Teachers Evidence -Based Curriculum.
- Initiates 2 (two) child development screenings per year with parents and children using the appropriate developmental tools.
- Maintain confidentiality of ALL families
- Maintain files and complete all management information system paperwork accurately as required in a timely manner
- Maintain the family support center site and ensure welcoming atmosphere
- Participate in outreach/recruiting for program
- Participate in the development of and facilitate parent groups
- Participate in the development of special events and celebrations with/for families
- Provide crisis intervention and/or referrals for families
- Provides team approach model case management services including goal planning, service brokerage, advocacy, referral and support
- Responsible for 15 (eighteen) to 25 (twenty-five) families on their caseload
- Transport families to programming, well baby visits, mental health sessions, etc. when possible
- Relationship or knowledge of the Homewood-Brushton community

Qualifications

- Bachelor's degree in Social Work, Child Development, Early Childhood or related field or
- High School diploma and four (4) years of related experience in early childhood prevention, human services/or social services working with children and families
- Experience with/in home visiting.
- Ability to work with individuals from diverse backgrounds.
- Ability to work independently as well as part of a team.
- Ability to work nights and weekends.

Licensure, Certifications, and Clearances:

- Act 33 Child Clearance
- Act 34 Criminal Clearance
- Act 73 FBI Clearance
- Valid Driver's License

DRAFT

Purpose:

The Director of the Homewood-Brushton Family Support Center directs the overall operation of services at the Homewood-Brushton Family Support Center in accordance with the mission of family support and the lead agency's policies and procedures. Responsible for the development and maintenance of critical relationships with community partners. Responsible for coordination of HBFSC services. Member of PAEYC Leadership Team.

Specifically:

- Plans and conducts regular meetings with Family Support Center partners, staff, and lead agency.
- Develops an annual program plan that includes goals for the center and number of families to be served.
- Determines and develops the staffing plan needed to provide services.
- Provides and supervises the provision of services to program individuals (families and children).
- Collects data on progress in meeting the annual plan for program activities.
- Manage day-to-day operations of program site; develop, implement, and manage creative and innovative programming opportunities for clients, utilizing a variety of funding sources and with best practices. Examples of programming include, but are not limited to: groups and social opportunities, developmental training (or other day programming), parent groups, etc.

Ensures that staff understands and implement the center's mission, principles, goals and objectives.

Collaborates with the Family Support Network, PAEYC and partners to recruit, recommend for employment, train, supervise, evaluate, discipline, and recommend for termination all staff that work in the program(s). Provides support, direction and opportunities for staff development.

Collaborates with the Early Learning Hub staff to develop and recommend programming and support services for Center families. Participates in weekly lead agency leadership meetings.

Conducts outreach into the Homewood-Brushton community to identify families who may wish to utilize services from the Center.

Works collaboratively with the Executive Director of PAEYC to develop an annual financial plan for the Center.

- Regularly reviews reports to insure that the program is operating at projected service levels and in compliance with funding source expectations.
- Approves program expenditures and controls expenditures as necessary.
- Reviews financial reports to insure the program(s) is operating within budget. Takes corrective action when necessary.
- Assists in developing applications for grants, purchase of care contracts, and special funding applications as needed.

Works collaboratively with Human Resources to insure that staff complies with PAEYC's standards for personnel

Participates on task forces and advisory committees, as needed.

Coordinates FDS services with other service providers as appropriate. Establishes cooperative working relationships with other providers as necessary.

Additional Responsibilities

- Attend minimum of twenty (20) hours of job-related trainings annually
- Build positive rapport with HBFSC staff, families and children
- Maintain confidentiality of ALL families
- Maintain files and complete all management information system paperwork accurately as required in a timely manner
- Maintain the family support center site and ensure welcoming atmosphere
- Relationship or knowledge of the Homewood-Brushton community

Qualifications

- Bachelor's degree in Social Work, Child Development, Early Childhood or related field
-

- Experience with/in home visiting.
- Strong ability to supervise and develop staff
- Positive attitude
- Ability to work with individuals from diverse backgrounds.
- Ability to work independently as well as part of a team.
- Ability to work nights and weekends.

Licensure, Certifications, and Clearances:

- Act 33 Child Clearance
- Act 34 Criminal Clearance
- Act 73 FBI Clearance
- Valid Driver's License

DRAFT

DIRECT PROGRAM & ADMINISTRATIVE EXPENSES

County : Allegheny



**Provider
Program
Name:**
**Provider
Address:**

Homewood/Bruston
Family Support Center

579 Rosedale Street
Pittsburgh PA 15208

**Parent
Organization:**
**Mailing
Address:**

Pittsburgh Association for
the Education of Young
Children

5604 Solway Street
Pittsburgh PA 15206

OBJECTS OF EXPENSE	Title IV-E Allowable FY17	Total Program Current Budget Year FY 2016/2017	Title IV-E Allowable FY _____	CYF Funded Budget FY 2016/2017	Title IV-E Allowable Administrative FY _____
*Personnel Expenses					
Program Staff	\$160,000.00				
Managers/Supervision Staff	\$55,000.00				
Program Support Staff	\$10,000.00				
Employee Benefits	\$43,000.00				
Staff Training	\$6,000.00				
Total Personnel Expenses	\$274,000.00		\$0.00		\$0.00
*Office and Operational Expenses					
Office Space - (Mortgage/Rent)	\$29,000.00				
Maintenance	\$3,000.00				
Building Utilities	\$12,500.00				
Communication	\$7,000.00				
Office Supplies	\$1,500.00				
Transportation/Travel	\$5,000.00				
Vehicle Maintenance and Repair	\$4,000.00				
Postage and Shipping	\$250.00				
Printing and Publications	\$200.00				
Insurance	\$2,000.00				
Equipment and Furniture	\$10,000.00				
Association Dues/ Licensing Fees	\$500.00				
Recruitment/Advertising					
Other:					
Gift cards	\$10,000.00				
Refreshments for meetings	\$10,000.00				
Parent Training	\$2,000.00				
Field Trips/community events	\$10,000.00				
Childcare at meetings	\$2,050.00				
Total Office and Operational Expense	\$109,000.00		\$0.00		\$0.00
Offsetting Revenue	\$15,000.00				
Total Offsetting Revenue	\$15,000.00		\$0.00		\$0.00
Net Total:	\$368,000.00		\$0.00		\$0.00
Indirect Administrative	\$32,000.00		\$0.00		\$0.00
*Per attached Support Documentation					
Grand Total:	\$400,000.00		\$0.00		\$0.00

* Agency will need to submit explanation of cost allocation plan- SEE ATTACHED

