

## RFP Response Form

### *Case Consultation for Child Welfare-Involved Families Experiencing Family Violence and Intimate Partner Violence*

#### PROPOSER INFORMATION

Proposer Name: Women's Center & Shelter of Greater Pittsburgh

Authorized Representative Name & Title: Shirl Q. Regan, President/CEO

Address: P.O. Box 9024, Pittsburgh, PA 15224

Telephone: 412-687-8017 x327

Email: [regans@wcpittsburgh.org](mailto:regans@wcpittsburgh.org)

Website: [www.wcscanhelp.org](http://www.wcscanhelp.org)

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

Date Incorporated: May 2, 1974

#### REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Shirl Q. Regan, President/CEO	(412) 687-8017 x327	<a href="mailto:regans@wcpittsburgh.org">regans@wcpittsburgh.org</a>
Contract Processing Contact	Shirl Q. Regan, President/CEO	(412) 687-8017 x327	<a href="mailto:regans@wcpittsburgh.org">regans@wcpittsburgh.org</a>
Chief Information Officer	Kent Bloom, Chief Financial Officer	(412) 687-8017 x329	<a href="mailto:bloomk@wcpittsburgh.org">bloomk@wcpittsburgh.org</a>
Chief Financial Officer	Kent Bloom, Chief Financial Officer	(412) 687-8017 x329	<a href="mailto:bloomk@wcpittsburgh.org">bloomk@wcpittsburgh.org</a>
Administrative Contact	Barbara Bourdon, Operations Director	(412) 687-8017 x330	<a href="mailto:bourdonb@wcpittsburgh.org">bourdonb@wcpittsburgh.org</a>

#### BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.  
Please see attached.

Board Chairperson Name & Title: Sara Davis Buss, Board Chair

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

#### REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization.

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

- 1) Judy Chang - Associate Professor Department of Obstetrics, Gynecology & Reproductive Sciences, Department of Medicine, University of Pittsburgh – [REDACTED]
- 2) Elizabeth Miller, MD, PhD - Chief, Division of Adolescent and Young Adult Medicine, Children's Hospital of Pittsburgh of UPMC; Professor of Pediatrics, University of Pittsburgh School of Medicine; Ronald McDonald Care Mobile Children's Hospital of Pittsburgh; University of Pittsburgh School of Medicine Academic Co-Director, Community PARTners (Community Engagement Core), Clinical and Translational Science Institute, University of Pittsburgh - [REDACTED]
- 3) Pam Golden, Executive Director, Pittsburgh Child Guidance Foundation – [REDACTED]

#### **PROPOSAL INFORMATION**

Date Submitted 12/8/2016

Amount Requested: \$270,883

Proposal Abstract:

*Please limit your response to 750 characters*

WC&S is excited to submit our application to expand & enhance our partnership with CYF. Over the past 16 years, WC&S has worked closely with CYF to increase client safety & improve outcomes for CYF clients who are victims of IPV or family violence. This expanded partnership will: increase WC&S staff coverage & communication; improve response time & ensure immediate response to crisis & intake calls (even on weekends and holidays); continue our quality work with non-abusive parents; begin work with abusive parents; & facilitate training following the Futures Without Violence model in development. This project will improve outcomes for clients, reduce secondary traumatization for CYF staff, & increase safety for clients and professionals.

#### **CERTIFICATION**

Please check the following before submitting your Proposal, as applicable:

- My firm is registered with the Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises.
- By submitting this proposal, I agree that, if offered a contract award, I will comply with the standard County terms and conditions for County contracts.
- By submitting this proposal, I agree to comply with DHS Cyber Security, EEOC/Non-Discrimination and HIPAA requirements.

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By submitting this proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient's decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

#### **ATTACHMENTS –**

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

- MWDBE Participation Statement and/or Waiver Statement
- Allegheny County Vendor Creation Form
- Audited financial reports for the last three years
- W-9

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#### **REQUIREMENTS –**

Please respond to the following. The maximum score a Proposal can receive is 130 points. Your response to this section should not exceed 15 pages.

#### **Organizational Experience (45 points)**

1. Describe your organization's experience working with victims of Family Violence and IPV.

The mission of WC&S is to advance the safety and wellbeing of victims of intimate partner violence (IPV) and prevent and respond to IPV through social change. Last year, WC&S served 6,000 women and children victims of family violence and IPV with more than 33,000 service hours through our many programs and services. WC&S is a 501(c)(3) non-profit organization, founded in 1974 by Ellen Berliner and Anne Steytler. Their initial purpose was to introduce a social gathering space for women. In a time when the concept of "domestic violence" had just started to gain wide recognition from the public and policy makers, Berliner and Steytler discovered that this was a terror experienced by almost 40% of the women coming to their space. In response, their goal changed to providing a safe haven for women experiencing IPV.

As one of the first six shelters for IPV victims in the nation, WC&S has been a leader in the Battered Women's Movement, working with both victims of family violence and IPV and batterers. A number of specialized services and recognitions distinguish WC&S from other local programs. WC&S has received national excellence awards for its innovative children's program by the National Council of Juvenile and Family Court Judges, for its legal advocacy coordination with police and prosecutors by Mutual of America, and for its medical advocacy by the Robert Wood Johnson Foundation. WC&S was awarded the Pennsylvania Association on Nonprofit Organizations Seal of Excellence in 2009, and currently holds a four-star rating from Charity Navigator.

All of our work, whether direct service or administrative, is anchored in two complimentary models – the Sanctuary Model and the Women's Center Business System (WCBS). Sanctuary is a blueprint for providing Trauma Informed care that focuses on safety, empowerment, and self-care for both clients and staff in an effort to reduce secondary traumatization. WCBS offers a system for designing work to meet client needs while maximizing the potential of every employee, eliminating waste in their work, and viewing problems as opportunities. Over the course of our rich history, WC&S has changed the lives of hundreds of thousands of women and their children—many of whom would not have survived otherwise. Our trajectory has been fueled by exceptional volunteers, corporations and organizations, a strong and growing individual donor base, the local foundation community, a dedicated staff and a relentless commitment to improving the lives of women and children. Because of the collaboration of these important forces, survivors of IPV and their children have been equipped to seek justice, autonomy, restoration, and safety in their journeys toward healing.

#### **Current Programs**

WC&S achieves our mission by providing immediate holistic emergency response to victims and their children and, just as importantly, intervention groups for batterers. WC&S provides the following programs to over 6,000 adult and child family violence and IPV victims and batterers each year:

- 24-Hour Hotline providing safety planning, emotional support, and information and resources to professionals, clients, and loved ones;
- Emergency Shelter & Resident Counseling for victims who are in immediate, lethal danger with the goal of providing safety, support, and advocacy for victims and their children in a high-security environment;
- A Children's Program which provides a safe, nurturing space where child witnesses/victims of IPV work on healing from trauma while their mothers address housing, employment, and other needs to rebuild their lives. A Non-Resident Program offering a therapist and multiple support groups for non-residents victims

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who need to heal from trauma and are interested in learning more about domestic violence while connecting with other survivors;

- Legal Advocacy, which assists with obtaining Protection From Abuse (PFA) orders and provides free and confidential court accompaniment, support, information, and advocacy as victims progress through the legal system;
- The Civil Law Project (CLP), which fills existing gaps in free civil legal services available for domestic violence victims' representation in domestic violence-related matters including PFA orders, custody and child support, and divorce; and houses the Immediate Needs Coordination Project, which helps clients with advocacy and social service needs related to their separation;
- Medical Advocacy, which provides training for professionals within the healthcare systems in an effort to enhance the healthcare system's response to domestic violence, psycho-educational groups for clients, and work with individual IPV victims who are admitted to the hospital due to IPV-related injuries;
- MEN/S Battering Intervention Program, providing intervention groups for male batterers in an effort to help them identify and change their abusive behavior.

As part of our mission, WC&S also provides prevention education in schools, trainings to professionals and the community, and systems advocacy to create change on a macro-level, benefiting victims of domestic violence. In addition, we are beginning a new initiative to strengthen our services to immigrants, refugees, and those with limited English, as well as provide outreach to organizations focusing on serving these vulnerable populations.

The goals and work of WC&S has always been supported by the principles of empowerment and of JARS – or Justice, Autonomy, Restoration and Safety. With JARS as our standard, we work to ensure that the services we provide are flexible and designed to meet the needs of those we serve in Pittsburgh and Allegheny County. We recognize that individuals, when adequately equipped and counseled, can make informed decisions that positively affect their futures.

It is important to note that WC&S works closely with the other three domestic violence programs and the other three Battering Intervention Programs in Allegheny County in our daily work with victims and batterers. We partner with these programs to provide referrals when another program may be more appropriate for a client (for geographic or other reasons), and to address systems issues. We are not partnering with them specifically on this initiative because best practices (as discussed with Futures Without Violence staff) point to a one-provider model, where one organization employs the staff and runs the program, as being a more efficient and less confusing model.

2. Describe your organization's experience working with perpetrators of Family Violence and IPV. WC&S has also been at the forefront of working with perpetrators of family violence and IPV because we consider this work integral to our mission of advancing the safety and well-being of victims and effecting social change. Our work with perpetrators began with systems advocacy over 30 years ago, expanded to direct service work with batterers in 2007 (with the formation of two batterer intervention groups), and was formalized in 2013 when Allegheny County provided the first-ever funding for batterer's intervention programming (BIP) in the region. Our approach to batterer's intervention has always been rooted in an understanding of abuse as a continuum of behaviors that are controlling and manipulative, but not necessarily illegal. WC&S' first BIP facilitator, Terry Bicehouse, is co-author (with another WC&S now-retired team member Lynn Hawker) of the book *End the Pain – Solutions for Stopping Domestic Violence (1995)*, which posits that abusers escalate from controllers who may be inflexible but non-violent, to abusers who threaten harm, to batterers who exhibit repeated and potentially severe abuse. Through these transitions, their abuse and control tactics may escalate as well. Important to consider is the survivor's perspective of abuse. Based on her unique bio-psycho-social history, certain tactics may be more

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damaging and traumatizing than others. By assessing both partners' perspectives on the abuse, a picture of control dynamics emerges and provides a starting point for facilitators to challenge abusive behavior.

WC&S' program, called Men Embracing Non-Violence and Safety or MEN/S, recognizes that there are different types of perpetrators but that regardless of type, abuse cannot be prevented without intervention in the attitudes, beliefs, and choices of abusers. The program therefore contributes to the agency's mission through holding men accountable for their abuse and control, challenging their defense mechanisms (including blaming and excuse-making), and encouraging them to replace these mechanisms with non-abusive coping skills and choices. The MEN/S Group contributes to the safety of women by working with the courts, supportively confronting and contracting with men to immediately cease abusive conduct with court support for punishing non-compliance; and communicating with survivors wherever possible in order to conduct safety planning.

The MEN/S Group has several aims in its work with clients. If funded, these aims will form the framework of our expanded work with CYF in the capacity of working with perpetrators or assisting caseworkers to work with perpetrators. These include:

1. To develop a working relationship with clients that expects accountability through a partnership for change with clear boundaries.
2. To assess client needs both therapeutically and tangibly and offer or require referrals to ancillary providers.
3. To expand clients' understanding of abuse. This includes asking them to declare their history of abusive conduct and categorize their conduct as emotional, financial, physical, sexual, or verbal abuse.
4. To motivate clients to identify their own reasons that change is needed.
5. To contribute to survivor safety planning through direct contact as well as to connect survivors to supportive resources.
6. To offer education with respect to cultural transmission of misogyny and male privilege that precedes abusive conduct.
7. To challenge controlling and violent behaviors; entitled and inflexible values; and illogical and irrational thinking patterns that clients have utilized to defend their abuse.
8. To uncover and encourage existing strengths and skills within clients.
9. To accurately and ethically assess client progress, in order to offer recommendations following intervention.

Effecting real change is a long process of recognizing and changing attitudes, beliefs, and choices over time. In recognition of this reality and of the fact that much abuse doesn't rise to the level of legal violation, the group utilizes motivational interviewing techniques and activities to help clients identify the benefits and costs of their abuse, their internal reasons for utilizing coercive control, contracting to remove abusive behaviors and cognitions from their relationships with others, and – where needed – offering replacement behaviors such as coping skills. Partnering with clients to identify non-abusive ways to meet their needs with a nuanced understanding of their personal histories is one way to empower clients to change themselves.

3. Demonstrate your organization's experience working with abused/neglected children and youth who have witnessed Family Violence and IPV.

Although our early work in the 1970s was focused on adult victims of IPV, it soon became apparent that working to help abused and neglected children and youth witnesses to family violence and IPV was critical to their current

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well-being and to break the cycle of inter-generational violence. We have had multiple programs serving children over the years. Currently, we focus on providing services through our Children's Program, counseling for children, the CYF Advocacy Project, and providing groups for CISP (Community Intervention Specialists Program).

The goal of WC&S' Children's Program is to provide a safe, nurturing, culturally responsive environment where mothers can leave their children in the care of competent, caring and well-trained Children's Advocates allowing mother to attend to other priorities which will assist her in establishing a safe non-violent home for her family. In other words, as WC&S empowers the mothers to be better caregivers, WC&S Advocates make sure that children are met with love and a sense of stability during some of the most difficult challenges they have faced. The Children's Program is open from 8:30 a.m. - 8:30 p.m. Mondays through Thursdays (8:30 – 3:30 p.m. on Fridays). While enrolled in the WC&S Children's Program, children receive daily, personalized attention from Advocates who are well-trained in addressing the special needs of child witnesses/victims. In addition to the critical emotional support and counseling, and because of strong community partners like KidsSTART and Alliance for Infants and Toddlers, children in the program have access to a pediatrician, a dentist, free medications, clothing and eyeglasses, and even developmental screenings. With help from Homeless Children's Education Fund and the Allegheny Intermediate Unit, Advocates and volunteers provide tutoring, before/after school programming, assistance with enrollment and transportation, access to the Computer Learning Center and new school supplies. In addition to the more essential offerings, the children also have wonderful opportunities to attend field trips, summer camp, and a children's festival at WC&S.

WC&S staff works to normalize the children's experiences while in the Children's Program: There is a playground outside for the children to use; volunteers come to the facility to throw birthday parties for the children through Beverly's Birthdays; volunteers come in to give gifts to the children at holiday time; and rewards are given for good report cards.

Activities in the Children's Program are deeply ingrained in the Sanctuary Model, a blueprint for providing trauma-informed care for helping injured children recover from the damaging effects of interpersonal trauma. The Sanctuary Model has its foundation in the SELF Model. SELF is an acronym that represents the tenets of the sanctuary curriculum. It stands for: Safety (physical, psychological, social, moral); Emotions (handling feelings without becoming destructive); Loss (getting over loss, preparing for change); and Future (re-establishing the capacity for choice). WC&S Children's Program is committed to providing innovative activities that embrace the Sanctuary Model. For example, children participate in therapeutic gardening activities including planting and watering seeds for vegetables, which they later enjoy in meals prepared by their mothers in Shelter. The children also engage in a creative and original Community D.J. Mixtape Project, which empowers children through connected learning in music and writing.

WC&S provides individual counseling and support for children in several ways: 1) through our on-site therapist; 2) through a new partnership with UPMC Matilda H. Theiss Health Center that will provide CPP (Child Parent Psychotherapy) beginning in early 2017 on-site or at a mutually agreed upon safe space; 3) through a support group for teens (this is a pilot group at this point, but we anticipate it will continue); and 4) through Mom and Me weekly groups in the Children's Program.

A description of our experience running the CYF Advocacy Project since 2001 is detailed in Question 5.

#### 4. Describe your organization's experience with Family Violence and IPV and the judicial system, specifically PFAs.

WC&S has a long-standing and impressive history of working with the judicial system, both directly with victims as well as on systems advocacy issues. WC&S' Legal Advocacy Department was established in 1987 and since that time has helped an average of 4,000 victims of family violence and IPV each year. This number includes assisting

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over 1,200 victims each year specifically to obtain PFAs. There are currently 5.5 full time Legal Advocates who provide needed support before, during, and after the process of securing a PFA. In addition, the WC&S Civil Law Project, which was formed 13 years ago, has now grown to a cadre of 5 full time attorneys who fill the gaps in free civil legal representation. WC&S, in partnership with Neighborhood Legal Services Association, the Allegheny County Bar Association Pro Bono Center, and the Allegheny County Family Court, have worked in concert for almost 20 years to assist victims of family violence and IPV with PFAs and other matters. Although the funding for this programming has fluctuated over the years, we have recently received funding that will allow a high level of service to resume, with a goal of connecting 90% of PFA plaintiffs with attorneys.

WC&S is integrated into the broader local victim-serving community, working both on systems and direct service levels and often taking on leadership roles. In addition to cross-referrals between organizations for victims when appropriate, WC&S works on quite a few committees, initiatives, and advisory boards with the other victim-serving organizations, justice system representatives, and the community, including on both formal and informal coordination efforts.

Specifically, the formal collaborations within the justice system in which we participate include the following (note that more information on all collaborations is available upon request):

- 1) Violence against Women Act Coordinating Team (1995 to present).
- 2) Allegheny County Domestic Violence Task Force (1988 to present, coordinated by WC&S and the DA's Office).
- 3) DV Criminal Court coordination between the DA's Office's DV Unit of prosecutors and WC&S's Legal Advocates.
- 4) Pittsburgh's Municipal Court – Domestic Violence Sessions.
- 5) PFA Violation Collaborative Project in Family Court.
- 6) PFA Collaborative with Family Court PFA Unit, WC&S and other DV Programs.
- 7) Lethality Assessment Program – (2013 to present) - WC&S and Pittsburgh Police Department
- 8) Work with the District Attorney's office on implementation of a GPS protocol to track defendants in PFA violation cases where there has been a lethality assessment of high-risk of homicide.

In addition to these formal coordination projects, the WC&S Legal Advocates work on many other informal projects to improve services for crime victims, including working with other victim service agencies, probation officers, batterer intervention service providers, district judges, municipal police departments, child welfare systems, and others in the justice system. WC&S Legal Advocates also train all new City of Pittsburgh Police Officers and all Allegheny County veteran officers.

#### 5. Describe your organization's experience working with the child welfare system and/or DHS, if any.

WC&S has a long and successful history of working with Allegheny County and Pennsylvania DHS, and within the child welfare system specifically since 1980, both through formalized funding contracts and our daily work that is improved through partnerships with the County.

The programs that have been funded by DHS specifically include the following (Current Contracts then Contract History are listed):



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DHS Current Contracts		
<u>Name of Grant</u>	<u>Passed Through</u>	<u>Program funded</u>
Family Violence Prevention & Services	PCADV	Crisis Intervention
Protective Service Domestic Violence Title XX	PCADV	Crisis Intervention
Temporary Assistance for Needy Families	PCADV	CLP, Medical Advocacy, Crisis Intervention
CYF	Allegheny County	Children's - CYF
Juvenile Justice	Allegheny County	Education
Emergency Shelter	Allegheny County	Crisis Intervention
Batterers Intervention Program	Allegheny County	MEN/S
City CDBG	City of Pittsburgh	Legal Advocacy
Act 44	PCADV	various
Title XX	PCADV	Crisis Intervention
City HUD	City of Pittsburgh	Crisis Intervention (Utilities)
RASA	PCCD	Legal Advocacy
VOCA	PCCD	Legal Advocacy/Crisis Intervention/CLP
Legal Assistance Grant	DOJ OVW	CLP
CACFP	DOJ	Crisis Intervention (Food reimbursement - Kids)

DHS Contract History			
<u>Name of Grant</u>	<u>Passed Through</u>	<u>Years Funded</u>	<u>Program funded</u>
Child Health and Human Development	University of Pittsburgh	2015-2016	Medical Advocacy
Justice Assistance Grant	PCADV	2013-2016	LAP
Family Violence Prevention & Services	PCADV	approximately 1980-present	Crisis Intervention
Protective Service Domestic Violence Title XX	PCADV	approximately 1980-present	Crisis Intervention
Temporary Assistance for Needy Families	PCADV	approximately 1980-present	CLP, Medical Advocacy, Crisis Intervention
CYF	Allegheny County	2001-present	Children's - CYF
Juvenile Justice	Allegheny County	2008-present	Education
Emergency Shelter	Allegheny County	approximately 1980-present	Crisis Intervention
Batterers Intervention Program	Allegheny County	2013-present	MEN/S

In addition, WC&S and the County have worked together on countless initiatives and partnerships aimed at improving the lives of those we serve. For instance, the WC&S Chief Program Officer attends quarterly meetings with the Housing Advisory Board, works on special housing initiatives (most recently around Rapid Re-Housing), and has trained team members of The Allegheny County Link on IPV. Most relevant to this application, WC&S has participated in brainstorming sessions with the County focused on best practices and meeting the needs of CYF, and we are the local partner with Futures Without Violence under their contract with the County to re-design the IPV training for all levels of CYF staff. WC&S has also participated in developing best practices for the County-funded Batterer Intervention Programs. Most recently, WC&S has been working with the County's Immigrants and Internationals Committee as part of our new PCCD funding to expand and strengthen services to immigrants, refugees, and those with limited English proficiency.

Specific to working within the child welfare system, WC&S has done so for over 16 years, since receiving the DHS Contract to serve as the CYF Liaison. Since this time, Diane Allen has been the primary personnel working with the CYF caseworkers and leadership, training new and veteran CYF personnel, working directly with clients, and working with all CYF service providers. Her relationship with both CYF personnel and service providers is excellent. In fact, during recent listening sessions with Futures Without Violence, several CYF personnel participating asked if "Diane Allen can be cloned" and loudly applauded her expertise and effective partnering. Ms. Allen has achieved this level of admiration due to her open communication and relationship building. She meets caseworkers and service providers where they are, validates their concerns, and works with them to meet their needs around secondary traumatization (which is especially important for those who are survivors of IPV or child abuse). Knowing that the caseworkers are critical partners in this work, her approach is team-based and proactive. Part of

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their respect for Ms. Allen and for WC&S in general stems from our energy put towards learning and implementing best practices in child welfare and family violence.

#### 6. Describe your organization's experience making decisions about child safety related to Family Violence and IPV.

The work we do every day at WC&S is rooted in critical safety issues for both adults and children experiencing family violence and IPV. Quite literally, and without exaggeration, every single day we deal with safety issues that could mean life and death for children or adults. We are committed to empowerment in our service model, meaning that we support adult victims in their decision making by providing them with necessary information, resources, and safety planning. Child safety is often entangled in the safety of the non-abusive parent (who is most often the mother). Our advocacy and decision making, in general, is based upon the following key points, as outlined in the Futures Without Violence 2012 paper titled, "16 Trauma-Informed, Evidence-Based Recommendations for Advocates Working with Children Exposed to Intimate Partner Violence." We have outlined these key points below; please note that although this is a framework for general work with children, we are naming these key points because it is critical to maintain this framework as we work specifically with child safety issues that arise:

1. Understand that children of all ages, from infancy through adolescence, are vulnerable to the adverse impact of IPV exposure.
2. Establish a respectful and trusting relationship with the child's non-abusing parent (most often the mother and, as such, referred to as the mother in these key points). This helps mothers to regain a sense of competence as a parent.
3. Let mothers and children know that it is OK to talk about what has happened if the child would like to engage in this type of discussion.
4. Tell children that violence is not their fault; if children say that the violence is their fault or that they should have stopped it, tell them directly that they are not responsible for violence and that it is not their job to intervene (or coach their mothers to do so).
5. Foster children's self-esteem by showing and telling them that they are lovable, competent and important.
6. Help children know what to expect.
7. Model and encourage good friendship skills.
8. Use emotion words to help children understand how others might feel during disagreements.
9. Recognize that when children are disruptive, they are generally feeling out of control and may not have the ability to use other strategies to express themselves.
10. Incorporate the family's culture into interventions, and support mothers and children to explore the values, norms, and cultural meanings that impact their choices and give them strength.
11. Actively teach and model alternatives to violence.
12. Involve mothers in conversations with their children about the children's views of the abuse.
13. Discuss child development with mothers.
14. Help mothers teach their children how to label their emotions.
15. Address mothers' parenting stress.
16. Work with mothers to help them extend both their own and their child's social support networks.

When specific child safety issues arise, we safety plan and case manage around particular situations, working with the case worker and non-abusive parent to determine what is in the child's best interest. Most often, this is to make sure the child is safe in the custody of the non-abusive parent. This may involve the mom entering shelter so they are safe from the perpetrator. When this is the case, WC&S will prioritize the safety of CYF-involved moms and their children even if our shelter is full. (if another DV program shelter is a better option for the client we will work with the client to secure access to that shelter). When shelter is not necessary, Ms. Allen works with the caseworker and non-abusive parent to develop and implement a safety plan that is agreeable to everyone involved.

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7. Describe your organization's experience serving diverse populations, including working with special populations such as same-sex couples and immigrants/internationals.

Since IPV and family violence affect every social and cultural group, we have worked on an ongoing basis with adult and child victims and perpetrators across diverse populations. WC&S prides ourselves on being inclusive and welcoming. We do not deny services to anyone and we use inclusive language to state this on all of our outreach material and website. Specifically:

- 1) We have participated in the Allegheny County initiative to improve services to LGBTQ individuals, we have held trainings for our staff on best practices working with LGBTQ clients, and we display the rainbow flag in our offices. Anyone identifying as a woman can be accepted for Shelter (provided they have been assessed as being in lethal danger), and we use inclusive language in our Hotline assessments and Intake forms.
  - 2) We make great efforts to ensure that our services are inclusive and responsive to those who have physical disabilities, who are deaf or hard of hearing, blind, or who have intellectual disabilities or mental health issues. Our entire building, including our Shelter, is fully accessible for those with physical challenges. There is accessible parking available, there are no steps leading to our entrance, there is an elevator, and there are accessible restroom facilities available on each floor. We also have a Shelter bedroom (soon to be two rooms) with accessible showering/bathroom facilities and are happy to accommodate service animals as needed for physical or emotional support. For those who are deaf or hard of hearing we provide TTY equipment. For those who are blind, have intellectual disabilities, or who have mental health issues we provide individualized support and advocacy and work with partner organizations to make sure WC&S is meeting their needs.
  - 3) We have extensive resources available for those who do not speak English as a first language. Currently, we are launching a large initiative (funded by VOCA) focusing on serving immigrants, refugees, and those with limited English proficiency both on-site and through outreach to partner organizations. We utilize the Center for Deaf and Hearing, Language Logistics, and Echo International (which has interpreters for over 200 languages) as translators if one of our trained volunteers is not available or proficient in the needed language. For those utilizing our Legal Advocacy or Civil Law Project, if the Court isn't required to provide translation services, then we will do so. We are committed to having at least one bilingual staff member at any given time and providing ongoing training on cultural and immigration issues for our staff. We work with many partnering organizations, such as Jewish Family & Children's Services, Catholic Charities, and South Hills Interfaith Ministry to reach out to immigrant populations. We are also partnering with JF&CS on a new DHS-funded initiative to reach victims of domestic violence in Pittsburgh's Orthodox Jewish Community.
  - 4) In the case of a program like WC&S that primarily serves women, men count as a diverse population. A little known fact is that approximately 3.5% (or 200) of WC&S clients each year are male victims. These men primarily utilize our Legal Advocacy services, although 4 or 5 men a year have serious enough safety concerns that shelter is necessary. Regardless of the service needed, WC&S is committed to serving male victims with the same high quality services as our women clients receive.
8. Describe your organization's experience providing training and ongoing education about Family Violence and IPV.

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WC&S has a rich history of providing training and ongoing education and Family Violence and IPV to the community. Indeed, over 20 years ago, WC&S developed what is now a nationally-recognized IPV and dating violence prevention education curricula called “Hands Are Not For Hurting,” which provides age-specific lessons for children in kindergarten through high school. Each year, WC&S provides training and ongoing education about IPV and family violence to over 3,600 individuals. Specifically in 2015-2016 (which was a typical year), WC&S provided the following: 33 IPV trainings to 787 professionals (mostly EAP and social service professionals); 68 criminal justice trainings to 1,114 police, court personnel, and other justice-related professionals; and 5 trainings to 102 CYF caseworkers and related service providers. In addition, 536 people (from community & church groups) received 47 presentations on IPV. Specific to schools, WC&S provided 107 presentations of our “Hands Are Not for Hurting” curriculum to 849 Pittsburgh Public School students and 30 presentations through the Allegheny County Juvenile Courts to males ages 11-18 at the six Community Intensive Supervision Programs in Allegheny County (CISP). In addition, our MEN/S batterer intervention groups fall under community education programs; as such, we provided education aimed specifically at stopping violence to over 300 men in 2015-2016.

9. Describe your experience executing contracts similar to the one outlined in the RFP, if applicable. As has been discussed, WC&S has been successfully executing contracts similar to the one outlined in the RFP for over 30 years. We enter into approximately 15 contracts each year with various national, state, and local governmental entities, all of which require deeply focused programming, data collection, reporting, and monitoring, as does this RFP. Please refer to Question 5 for a listing of all current and past contracts that we would categorize as similar to the one outlined in this RFP.

#### **Staff Qualifications (20 points)**

10. Describe the qualifications of the staff you currently employ or plan to recruit to fill the three Specialist positions.

The qualifications of the staff for this project are as follows:

**CYF Project Coordinator (FT)** - Diane Allen has worked for WC&S as the CYF Domestic Violence Outreach Advocate since April 2, 2001. Her current priority responsibilities include providing culturally supportive services to survivors of intimate partner violence and their children; utilizing her extensive knowledge of provider agencies in Allegheny County to effectively coordinate WC&S services with other agencies to benefit families involved with CYF; providing consultations and training to Allegheny agencies providing services to CYF families that have experienced family violence; coordinating case conferences with OCYF and their families surviving Family Violence; establishing and maintaining effective relationships with CYF caseworkers and supporting agency staff; working collaboratively with WC&S staff to identify and serve battered women who are involved with OCYF; providing ongoing systems advocacy to the survivors of Family Violence within the Child Welfare System in Allegheny County; and providing crisis intervention to victims of intimate partner violence/family violence. Prior to beginning at WC&S, Ms. Allen was the Program Administrator for the University of Pittsburgh’s Institute for the Black Family and the Community Violence Outreach Advisor for the YMCA /Hazelwood, Hill and Homewood Brushton Sites.

**CYF Specialists (3 FT positions)** – To be recruited. We anticipate great interest among our current highly-qualified staff members in this position, in addition to interest from outside of the organization. The qualifications for successful candidates are as follows: Bachelor’s Degree in social work/social sciences or related field (Master’s Degree preferred); 1-3 years in direct service in a human service agency, preferably working with IPV victims,

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perpetrators, or children; sensitivity to issues related to IPV, Family Violence, and cultural diversity; ability to multi-task and adapt to change; ability to work independently and as a member of a team; effective written and oral communication skills; active listening skills; working knowledge of Microsoft Office Windows, Outlook and Word and enthusiasm for entering data in a timely manner; Act 33/34 and FBI clearances; current driver's license and a car; being bilingual is not mandatory but is a plus.

**Chief Program Officer** – Nicole Molinaro Karaczun has been with Women's Center & Shelter of Greater Pittsburgh for a total of nine years, currently serving as the Chief Program Officer since 2012, and previously holding the positions of Director of Development and Training Center Manager. Nicole also served as the Executive Director for Communities In Schools of Pittsburgh-Allegheny County for seven years, and served as Vice President for Development and Communications for Adagio Health (formerly Family Health Council) for three years. She earned her Master of Arts (1993) and Bachelor of Arts (1992) in Psychology from Duquesne University, and is an alumnae of Leadership Pittsburgh and the Harvard Graduate School of Business's program in Strategic Perspectives in NonProfit Management.

11. Describe your organization's plan for initial onboarding and training for the Specialists to prepare them to deliver quality services at the start of the contract.

Start-up to establish the foundation for a successful program will take approximately 10 weeks, during which time Diane Allen will continue to provide the high quality services to CYF that she has provided for 16 years. This onboarding time will include time to advertise job listings and hire, orient, and train highly qualified professionals to fill the positions described in this application.

Specifically regarding initial training:

- Initial Training will focus on completing the 40-hour training required by our PA DHS, which orients all new staff to our service models and to the historical and social contexts of intimate partner violence. Once the online portion of the training is complete (22 hours), new staff will complete the skills-based, program-related training (18 hours) guided by the Chief Program Officer. They will then complete one full-time month (200 hours) of on-the-job training, which will focus primarily on 1) shadowing Diane Allen, 2) attending BIP groups and working with the MEN'S team to learn about their work with perpetrators, and 3) shadowing our Legal Advocates to learn the intricacies of the court system and how to accompany clients throughout the court system. On-the-job training will also include 20 hours of observing all services at WC&S (Shelter, Hotline, Children's, Non-Resident, and Medical).

All WC&S employees are required to receive 8 – 10 hours of continuing education each year related to IPV and Family Violence. WC&S provides over 20 hours of training opportunities each year to staff through our monthly full staff meetings, in addition to trainings tailored for specific departmental needs that are presented in team meetings and funding of attendance at external trainings and webinars when appropriate.

12. Describe the organizational support and ongoing professional development for the Specialists that will enable them to continue to deliver quality services over time.

At WC&S, we pride ourselves on the ongoing support and professional development we provide our staff. We provide this in the following ways:

#### **Organizational Support**

- **Weekly Supervision** - WC&S follows a social work model where Supervisors provide one hour of meaningful, individual supervision each week to each supervisee. Supervision is collaborative and

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structured, and includes addressing the three main domains of educational, administrative, and supportive issues (which often overlap, especially during case management). The supervisory relationship is built on trust, confidentiality, constructive feedback, support, empathic experiences, safety, respect, and self-care.

- **Weekly CYF Team Meetings** – Each direct service team at WC&S has one or two team meetings each week as well as individual supervision. This new CYF Team will meet weekly to case manage and work on issues related to project implementation. The team will include all three CYF Specialists, the Coordinator, and the Chief Program Officer. The President/CEO and Chief Legal Officer, both of whom have been working on and leading systems advocacy issues within the child welfare system for decades, will be involved as needed as well.
- **Monthly Coaching Calls with Futures Without Violence** - WC&S will partner with Futures Without Violence, a nationally respected non-profit that is currently contracted by DHS to develop and provide training to CYF at all levels from caseworkers to leadership. Futures Without Violence is on the cutting edge in the United States of developing and disseminating best practices for IPV and child welfare. WC&S has a positive history of working with Futures and we are currently serving as the local partner on the CYF training grant through DHS. We are pleased that Futures has agreed to serve as a partner in this work. Specifically, they will provide monthly one- or twohour conference calls (and additional calls as needed) to guide the implementation of all aspects of this expanded program.

#### **Ongoing Professional Development**

- **Bi-Monthly Full Staff Meetings:** WC&S plans and executes full-staff meetings, held from 9 a.m. until 4 p.m. every other month, with content based on a training plan developed at the beginning of each fiscal year that addresses articulated and observed staff needs. Recent full staff meetings have focused on secondary traumatization, working with child sexual assault victims, working with individuals with mental health issues, working with individuals who have been traumatized, and implementing Sanctuary best practices. In 2017, each full staff meeting will focus in the morning on either implementing quality Sanctuary-based programming or addressing specific training needs including working with clients with mental health and D&A issues. Most afternoon trainings will focus on a series of cultural competency trainings as part of our new immigrant, refugee, and LEP grant.
- **External Trainings:** All staff are encouraged to take webinars offered from national or state sources or in-person trainings offered by partner organizations or by Allegheny County. Every direct service staff is required to complete 8 – 10 hours of ongoing professional development related to IPV and Family Violence each year, and they are encouraged to take additional training as desired. WC&S provides 20+ hours of staff training each year in addition to lists of recommended webinars and funding to attend external trainings.

#### **Staff Management (15 points)**

13. Explain how consulting requests will be distributed among the three Specialists. If your Proposal includes more than one providing agency, explain how the agencies will work together to seamlessly provide the requested services.

Consulting requests will be distributed through our Hotline, which is answered 24/7, 365 days a year by highly trained and experienced Hotline Advocates. The Hotline Advocates will be trained in advance of this project

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implementation in both active listening specific to CYF needs, as well as in protocol related to handling consultation requests in an immediate manner. Hotline Advocates who answer the phone will know which Specialist is on call at that time and will immediately connect the requestor with the Specialist. The Specialist will be expected to take the call at this time. If they are unable to do so because they are in Court or with another client, the Hotline Advocate will triage the call to determine the need. If it is an emergency, then either the other CYF Specialist on duty or the Coordinator will take the call. If neither are available, then the Chief Program Officer will take the call. If it is not an emergency, then the Specialist will be expected to return the call within two hours.

The Coordinator will review each Specialist's caseload on a weekly basis and will make sure that the overall project caseload is evenly balanced among the Specialists. If the Coordinator notices that a Specialist has a discernably heavier caseload than the others, future cases will be split between the other two Specialists until a more balanced caseload is achieved.

In addition, a separate voicemail will be established and monitored daily by the Specialists, and WC&S will develop an electronic referral form that will ensure a smooth referral process for CYF caseworkers and their clients referred for non-abusive and batterers' services.

14. Describe how the three Specialists will work together to ensure that caseworker requests for crisis assistance will always receive an immediate response, including after hours and on weekends.

The three CYF Specialists will work different shifts, with one working 8 – 4 p.m., one working 12 – 8 p.m., and one working 4 p.m. – midnight. The expectation is that each Specialist will handle crisis calls immediately that occur for their caseload during their shift. For crises occurring after hours and on weekends or holidays, either the caseworker can call the Specialist assigned to the case, or the caseworker can call the Hotline who will immediately connect the caseworker with the Specialist who is on call. WC&S will hold weekly team meetings, with all team members required to be present, with a primary focus on case management so that any team member can handle a crisis call on another Specialist's caseload.

#### **Data Collection & Reporting Requirements (15 points)**

15. Describe how Specialists will develop an efficient feedback loop that will provide caseworkers with specific documentation about work Specialists completed with clients on their caseload.

The design of the feedback loop for this project will be based upon the Case Management System used in the WC&S Shelter, which we tailored specifically for Shelter use in 2015 and have found to be highly successful in keeping all parties (Shelter Advocates, Children's Advocates, interns, and supervisors, totaling 29 people) in the loop regarding client needs. Prior to implementing this Case Management System, we struggled both with communicating information effectively and presenting information for case management meetings in an efficient and professional manner. After researching case management models, the CPO and Shelter Managers worked intensely with Shelter staff to develop a model that meets everyone's needs, both in regard to emergent and ongoing needs of clients. The resultant framework has not only improved communication but has enhanced our overall service to clients and staff satisfaction. Tailoring this existing system to meet these new CYF project needs will be exciting, though not time intensive because of its similarities.

The expectation is that all CYF Specialists and the Coordinator will review updates to the Case Management document at the beginning of every shift and as needed during their shift or while on-call. It will be a secure Google document, thus accessible off-site. Multiple individuals can access and make changes to the document simultaneously, so updates can and should be made in real time. Changes made are marked automatically

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within the document, thus making it easy to review it daily. We feel confident that this model, in addition to the weekly team meetings already mentioned, will serve as effective methods for keeping the specialists, the Coordinator, and the CPO in the feedback loop.

Please see below a screenshot of the electronic Case Management system currently used in Shelter that will be adapted and tailored to fit the needs of this expanded CYF program. In addition to this information below, we record and regularly update each resident’s safety and legal issues, trauma issues, mental health/AOD/health issues, economic empowerment issues (housing/benefits/career/education), program participation, and action steps with completion dates and staff assigned.

**Case Management Presentation for Shelter Clients**

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**DEMOGRAPHICS - To Be Completed at Intake and Updated As Needed**

Client Name/Code  Age  Date Entered Shelter

Safety Concerns (note whether identified by client or staff):

Children in Shelter - Gender and Ages:

Children not in Shelter - Gender and Ages (include adult children):

Employed?  Attending School?  Schedule in File?

Self-identified Relationship Status:  
Goal of Separation?  Goal of Reunification?  Undecided?

Former Shelter Resident?  Self-identified Sexual Identity

Sexual Offense/Arson?

Circumstances Leading to Client's Stay in Shelter:

Who Is the Client's Support System (In General)?

Who Is the Client's Support for Mental Health/AOD/Other Issues (Be Specific About Issue and Support)?

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**CLIENT'S STRENGTHS - To Be Completed at Intake and Updated as Needed**

What are the Client's Strengths?

What's Happened to the Client?

Symptoms of Trauma That May be Barriers for Participation in our Program (Addiction/Aggression/Etc.)?

16. Describe the data you will collect in a comprehensive log of consultation work and your plan for how to provide that log to DHS no less frequently than each quarter following start of services.

WC&S will collect the following data individually in the Case Management tool described in the question above and will provide this aggregate data in a comprehensive log of work that will be submitted to DHS electronically as desired (no less frequently than once per quarter). This log is based on what is suggested in



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the RFP, with relevant additions. The CYF Project Coordinator and WC&S' Data Analyst and Contract Compliance Specialist will be responsible for collecting and submitting this data:

1. Crisis calls:
  - a. Under what circumstances was a call made?
  - b. What advice/support was given?
  - c. Was an emergency safety plan developed?
2. For non-crisis calls:
  - a. How was IPV/Family violence identified?
  - b. What advice/support was given?
  - c. Was a safety plan developed or updated?
3. Was the perpetrator successfully engaged? If so, how is success measured?
4. Did the Specialist meet or speak directly with any members of the family? If so, which?
5. Did the Specialist discuss or assist with any legal processes?
  - a. Specify which and the result, when possible.
  - b. Did the Specialist go to Court with the victim? If so, for what?
  - c. What safety plan was established for the PFA process? During other court processes?
  - d. Was WC&S Legal Advocacy or the WC&S Civil Law Project engaged with these clients?
6. Were any services recommended for clients?
  - a. If so, was a referral made? (report will include the total number of referrals in this quarter)
  - b. If so, which specific services – define drug and alcohol, mental health services, housing, services for their children, etc.
  - c. If so, which family members were referred?
7. How was secondary trauma addressed with the child welfare caseworker?
8. How many counseling hours were provided to the non-offending parent in this quarter?
9. How many counseling hours were provided to the offending parent in this quarter?
10. How many consultation hours were provided to the caseworker in this quarter?
11. How many consultation hours were provided to staff of CYF-partner organizations (service providers) this quarter?

WC&S will work with OCYF to determine any additional data needs.

17. Describe how your Specialists will measure caseworker and client satisfaction of their consulting work and impact of their services.

WC&S will measure both caseworker and client satisfaction of their consulting work and impact of their services through both process and outcome evaluations. Process evaluation will include quarterly client satisfaction surveys and quarterly caseworker satisfaction surveys, both based on a Likert scale and including space for general comments and feedback. These will be similar to the existing satisfaction surveys distributed quarterly by our Hotline service. Outcome evaluation will include focus groups of clients and focus groups of caseworkers/CYF leadership completed every 6 months. These results will be shared with DHS in reports. In addition, WC&S staff is encouraged to welcome feedback on a regular basis through general interaction with clients and caseworkers. WC&S will work with CYF to develop additional measures as needed.

#### **Addressing Implementation Challenges (10 points)**

18. Describe how the Specialists will successfully build positive relationships with caseworkers and engage them in utilizing the consulting services.

The Specialists will follow Diane Allen's lead in regard to building positive relationships with caseworkers in order to engage them in utilizing our consulting services, which she has done consistently and successfully over the life of

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the project in the past 16 years. Specifically, the Specialists will use open communication with caseworkers, validating their feelings and meeting them where they are. They will proactively and empathically address secondary traumatization with caseworkers, especially for those caseworkers who are survivors of IPV/Family Violence or child witnesses. Specialists will be responsive to caseworkers in a timely manner and will be well-organized, focused, and present (meaning not distracted by their cell phone or anything else) when working with caseworkers. They will be attentive, active listeners, non-judgmental, encouraging, and will not only accept but will celebrate differences. Specialists will be empathic, but will also have good boundaries. We have found these to be the keys to establishing trust and good working relationships. WC&S will consider these qualities when hiring for these positions, and in Supervision and our daily work will pay attention to make sure these qualities are being nurtured. Importantly, the 40-hour training each new staff will receive includes skill-based learning and practice activities. Besides ongoing communication with CYF caseworkers, WC&S Specialists will also facilitate the new caseworker and veteran caseworker trainings and participate with the Practice Leaders, all of which will reinforce positive relationships and encourage utilization of consulting services. Recognizing that we have a shared goal of safety for all involved – including family members and professionals – will also help to build relationships.

19. Provide an example of your organization’s ability to respond to an unexpected implementation challenge.

WC&S began the Lethality Assessment Program (LAP), a model that was originally developed in Maryland, with the City of Pittsburgh Police in December 2013. Under the Lethality Assessment Program, police officers who are called to a home where IPV is suspected are required to administer an 11-point lethality assessment, gauging the victim’s risk of being killed by their partner. If the victim scores high on the lethality scale, the Police Officer, immediately with the victim, calls WC&S 24-hour Hotline. WC&S was the first in Allegheny County to implement this model, and we did so with a police force of over 800 members and a resultant anticipated 20% increase in hotline calls (meaning 1,000 calls). Part of the established partnership is that victims who reach WC&S through the LAP are given priority access to Shelter because the seriousness of their situation is evident. We faced many challenges during the preparation to implement this important program; however, only one was truly unexpected: our need to shelter male victims of IPV.

Before this program, WC&S had never received any requests for Shelter from male victims, although we have served male victims in every other service. However, we realized that this could happen – and indeed, it did happen very soon after program implementation. At this point, WC&S had established protocol around sheltering male victims—including how to provide an equal level of advocacy, counseling, and ancillary services to them—and had developed contracts with two local hotels that had agreed to help with providing a safe place to stay. WC&S trained hotel staff in meeting the confidentiality and safety needs of the male clients. These protocol and arrangements have served us well, and this experience not only led to WC&S considering the possibility of sheltering male victims on-site, but has also informed our design for our expanded Shelter in early 2017. Our renovations would allow us to shelter males onsite if we make the policy change to do so. This is one example of our Women’s Center Business System in action – the premise of which is that problems and challenges are good opportunities.

### **Financial Management (10 points)**

20. Describe the contracts your organization currently holds with Allegheny County DHS and/or other government entity (local, state, or federal) to provide human services. If a contract with a government entity has ever been terminated, 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.

The contracts WC&S holds with Allegheny County DHS and other government entities range in budget amount from \$16,000 to over \$1 million. All current and past contracts are listed in Question 5. The only contract ever

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terminated early was with the Children's Trust Fund. The contract was to provide PCIT (Parent Child Interactive Therapy) and was terminated 6 months early in 2015 due to the realization that PCIT was not a therapeutic fit with our clientele's needs, which led to a lack of client interest in receiving this service.

21. Please attach a copy your organization's financial audits or certified financial statements for the past three years (not counted towards page limits).

Please see attached.

#### **Budget and Timeline (15 points, not counted towards page limit)**

22. Provide a detailed one-year budget that does not exceed \$275,000 to meet the scope of services requested for this contract with three full-time staff. You can provide the budget here or as an attachment.

Please see attached.

23. Provide a budget narrative that explains and justifies each budget item and how amounts were calculated. You can provide the narrative here or as an attachment.

#### **PERSONNEL**

**CYF Specialists (3 FT)** – To Be Hired - The 3 CYF Specialists are the primary team members implementing this project. Combined, they will be available 24/7, 365 days a year, including holidays. Each team member will work a different shift (8 – 4 p.m., 12 – 8 p.m., and 4 p.m. – midnight). A specific team member will be available via the hotline for intake calls on weekdays from midnight until 8 a.m., weekends, and holidays. Each Specialist will be available via their cell phones for crisis calls related to their caseload during these hours as well. All costs associated with these positions are included (salary, benefits, and pension contribution).

**CYF Project Coordinator (1 FT)** - Diane Allen – Ms. Allen will be responsible for day-to-day coordination of the CYF Project (50% effort) and will carry a caseload of the most complex cases (50% effort). Project Coordination will include weekly supervision of the CYF Specialists, all report writing and submission, adherence to contract regulations, assuring quality data and record keeping, overseeing Specialists' utilization rates, sharing or providing back-up coverage when needed for weekends/nights/holidays, case management of crisis issues, and co-leading (with the Chief Program Officer) weekly CYF Project Team meetings. All costs associated with this position are included (salary, including a 3% raise effective July 1; benefits, and pension contribution).

**Chief Program Officer (15% effort)** – Nicole Molinaro Karaczun - The WC&S CPO will dedicate 15% of her time in Year One to lead the successful implementation of this project. Her role will include working with Futures Without Violence (who will serve as coaches for project implementation and maintenance), providing a quality orientation and training for all new staff, establishing and overseeing an efficient intake and referral process, establishing and overseeing maintenance of a quality case management process, working in cooperation with CYF on overall planning for and implementation of the project, supervising the CYF Project Coordinator, co-leading (with the Coordinator) weekly CYF Project Team meetings, and conducting case management of crisis issues as needed. Fifteen percent of costs for this position are included (salary, including a 3% raise effective July 1; benefits, and pension contribution).

**Support Staff** - WC&S will provide support staff (including the Data Analyst and Contract Compliance Specialist and staff accountant) as an in-kind donation to this project.

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#### **OPERATING:**

Laptops and cell phones - \$10,120 – To successfully carry out their roles, each CYF Specialist and the CYF Project Coordinator will require a laptop (\$1,300 each x 4 = \$5,200) and cell phone (\$750 each x 4 = \$3,000 for phone costs and \$40/month x 4 staff = \$1,920 for monthly phone charges).

Supplies - \$2,000 - supplies for all four FT positions and costs related to advertising for hiring for the positions.

Travel - \$8,000 (\$2,000/year x 4 staff) - each staff member will be responsible for traveling on a regular, scheduled basis to each Regional Office and to meet with clients. We anticipate significant travel costs, thus included \$2,000/year for each Specialist and the Coordinator.

Coaching - \$20,000 - Futures Without Violence will serve as Coaches for the implementation and ongoing maintenance of this project. Our team (named above) will have monthly one- to two-hour conference calls with Futures Without Violence staff (specifically Lonna Davis, Juan Carlos Arean, and/or Shellie Taggart) to guide the project implementation help WC&S to utilize current national best practices in regard to policy and procedure development, supervise complex client-related issues, provide guidance around working in partnership with CYF, and supervise as needed with personnel issues.

24. Provide an implementation plan and timeline that aligns with the budget and lists the specific activities that will be completed during the first six months. You can provide the timeline here or as an attachment.

#### **Upon notification that WC&S is the successful applicant:**

- Finalization of position description
- Advertising for new hires – NonProfit Talent, New Pittsburgh Courier, Post Gazette , Indeed, Idealist.org, and personal/tailored outreach.

#### **Month 1:**

- Hiring of new staff
- Continuation of current WC&S service model by Diane Allen
- Orientation to WC&S And CYF for new staff
- Development of Hotline training specific to this project, including active listening and Specialist referral protocol for CYF Caseworker calls
- Monthly Coaching call with Futures

#### **Months 1 and 2 -**

- Training of new staff (PCADV Training and On-The –Job training detailed above)
- Training of Hotline Advocates to actively listen to CYF Caseworker calls and follow specific referral protocol for this project
- Continuation of current WC&S service model by Diane Allen
- Monthly Coaching call with Futures

#### **Month 3 -**

- Implementation of new service model begins (for new and current staff – this includes referrals through Hotline, case assignment, ongoing case management, crisis management, working with caseworkers and child and adult clients, both abusive and non-abusive parent)
- Communication with Practice Leaders and Futures Without Violence
- Monthly Coaching call with Futures

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#### **Month 4 – 6 -**

- Continued implementation of new service model as detailed above
- Training of new caseworkers
- Training of veteran caseworkers
- Continued communication with CYF Practice Leaders
- Monthly Coaching call with Futures

**WOMEN'S CENTER AND SHELTER OF GREATER PITTSBURGH  
CYF GRANT BUDGET  
MARCH 2017 - FEBRUARY 2018**

	<b>BUDGET</b>
CYF Project Coordinator	\$ 42,943
Chief Program Officer	\$ 15,130
CYF Specialist	\$ 35,000
CYF Specialist	\$ 35,000
CYF Specialist	\$ 35,000
<b>TOTAL SALARY</b>	<b>\$ 163,073</b>
<b>FRINGE BENEFITS</b>	
FICA/MEDICARE	\$ 12,475
LONG-TERM DISB INSURANCE	\$ 855
WORKERS COMP INSURANCE	\$ 1,565
UNEMPLOYMENT INS - CYF Project Coordinator	\$ 217
UNEMPLOYMENT INS - Chief Program Officer	\$ 33
UNEMPLOYMENT INS - CYF Specialist	\$ 212
UNEMPLOYMENT INS - CYF Specialist	\$ 212
UNEMPLOYMENT INS - CYF Specialist	\$ 212
MEDICAL INSURANCE-CYF Project Coordinator	\$ 6,057
MEDICAL INSURANCE-Chief Program Officer	\$ 1,833
MEDICAL INSURANCE-CYF Specialist	\$ 12,222
MEDICAL INSURANCE-CYF Specialist	\$ 12,222
MEDICAL INSURANCE-CYF Specialist	\$ 12,222
LIFE INSURANCE-CYF Project Coordinator	\$ 133
LIFE INSURANCE-Chief Program Officer	\$ 24
LIFE INSURANCE-CYF Specialist	\$ 122
LIFE INSURANCE-CYF Specialist	\$ 122
LIFE INSURANCE-CYF Specialist	\$ 122
EMPLOYEE ASSISTANCE	\$ 106
PENSION EXPENSE 2	\$ 2,284
PENSION EXPENSE	\$ 4,440
<b>TOTAL BENEFITS</b>	<b>\$ 67,690</b>
<b>TOTAL OPERATING</b>	
Laptops (4)	\$ 5,200
Cell Phones (4)	\$ 3,000
Cell phone monthly charges (4)	\$ 1,920
Supplies	\$ 2,000
Consultants - Futures w/o Violence	\$ 20,000
Travel Expense (4 staff)	\$ 8,000
<b>TOTAL OPERATING</b>	<b>\$ 40,120</b>
<b>TOTAL EXPENSES</b>	<b>\$ 270,883</b>