



Allegany County Department of Human Services

RFP Response Form

Foster Care Agencies

PROPOSER INFORMATION

Proposer Name: Greater Valley Community Services Inc.

Authorized Representative Name & Title: Jacqueline M. Smith, Executive Director.

Address: 300 Holland Avenue Braddock, PA 15104

Telephone: 412-351-7055

Email: [REDACTED]

Website: www.greatervalley.org

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

Date Incorporated: November 2009

Partners and/or Subcontractors included in this Proposal: None

How did you hear about this RFP? *Please be specific.* Allegheny County web site, monitor

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Jacqueline M. Smith	412-351-7055	[REDACTED]
Contract Processing Contact	Jacqueline M. smith	412-351-7055	[REDACTED]
Chief Information Officer	Jacqueline M. Smith	412-351-7055	[REDACTED]
Chief Financial Officer	Wanda Saulsbury	412-351-7055	[REDACTED]
MPER Contact*	Jacqueline M. smith	412-351-7055	[REDACTED]

* [MPER](#) is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

RFP for Foster Care Agencies

BOARD INFORMATION

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

C. L. Livingston – President

Nicole Logan – Treasurer/Secretary

Jessica Lacey

Sheryl Curtis

Jennifer Bartlett

Kimberly Hairston-Francette

Cathy Welsh

Allan Francette

Duane Tower, Esquire

Juan Lacey

Board Chairperson Name & Title: C. L. Livingston, President

Board Chairperson Address: [Click here to enter text.](#)

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

REFERENCES

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. *Please do not use employees of the Allegheny County Department of Human Services as references.*

1. CL Livingston- Board President

[REDACTED]

[REDACTED]

RFP for Foster Care Agencies

2. [REDACTED] - Foster Parent

[REDACTED]

[REDACTED]

3. Giulia Petrucci -partnership

[REDACTED]

[REDACTED]

PROPOSAL INFORMATION

Date Submitted 2/10/2021

Amount Requested: 517,474.00

CERTIFICATION

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

I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania's Right-to-Know Law.

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

Choose one:

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

RFP for Foster Care Agencies

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

ATTACHMENTS

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

- MWDBE documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Organizational Chart
- Implementation Timeline
- Line-item Budget, if desired

RFP for Foster Care Agencies

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is **250** points. Your response to this section should not exceed 30 pages.

Organizational Experience and Capacity (30 points)

1. Describe your organization's demonstrated experience working with the following populations: children from birth up to their 21st birthday who are at-risk or involved with the child welfare system; prospective and current Foster Care parents; birth parents; and all other stakeholders in Foster Care (e.g., court system, DHS caseworkers, other provider agencies), or an equivalent. Include how the input of children, Foster Care parents and birth parents have been incorporated into this Proposal.

Greater Valley Community Services, Inc. (GVCS) was formed as a nonprofit corporation in November of 2009. GVCS is currently contracted by Allegheny County to provide In-Home and Foster Care Services. We are an organization that has impacted our community by rebuilding and empowering the lives of children and families.

Greater Valley Community Services' Inc., administrative team has an extensive background in the areas of in-home services (preservation & reunification), mental health (i.e., family-based behavior specialist consultant & mobile therapy), intensive case management, foster care, adoption, juvenile justice, and residential treatment. We are a culturally diverse agency that promotes equal opportunities for all individuals, including the families served.

The agency has provided community-based and family-oriented services to children, adolescents, and their families for whom interventions and supports are limited or not available. Greater Valley Community Services, Inc. is committed to the core principals of being child centered, family focused, community based and culturally competent in serving a diverse population of families.

Greater Valley Community Services, Inc. continues to ensure that the strengthening and empowering of individuals and their families are at the forefront of the agency's mission and philosophy. The agency continues to utilize its resources and community support by identifying all as equal partners to establish an ongoing process of collaboration in the decision-making process. The paradigm of the agency is that every individual is valued, regardless of his or her disability, culture, race, or economic status.

Foster Care started in 2009. Greater Valley Community Services' **Foster Care** program is a protective service for children and families. The children are provided with substitute family life experience in an agency certified home for a planned, temporary period. The foster parents have the responsibility of helping children achieve the goal of reunification. Foster parenting is not always a lifelong commitment, but a commitment to a nurturing environment. Foster care

RFP for Foster Care Agencies

often means “families helping families. Greater Valley’s foster parents care for children of all ages and races. Our foster parents are especially needed for sibling groups of children from the same home, medically fragile children, teenagers, children of color, different ethnicity, religion, culture and SOGIE.

GVCS has 10 years of experience working with at risk children and their families primarily through their In-Home Crisis and Foster Care programming. In both areas, the agency has found much success in providing services to children and families dealing with mental health, medical ailments (and management), truancy/education, domestic violence (or witnesses to domestic violence), behavioral management issues, drug and alcohol abuse, and sexual abuse.

Our current and perspective foster parents have diverse backgrounds, from business owners, daycare providers, retired police officers, to special education support specialist. Collectively our foster parents have over 50 years of experience caring for at risk children.

Currently, we have 10 Foster Care parents with no prospective parents. We have a continual relationship with 11 birth parents.

2. Describe your organization’s demonstrated experience working with communities and populations that are diverse in terms of race, ethnicity, religion, culture and SOGIE and reflective of the target population.

GVCS’ Foster Care serves all communities and populations. If we do not know how to serve any populations effectively, we seek out guidance, training, or mentorship.

This is the current break down for children served for the past 10 years:

Race:

African American: 216

Caucasian: 23

Biracial: 41

Latino: 5

Indian:1

Within these races, we have serviced a multitude of cultures, and ethnicities.

Children (ages 0-12): 204

Teens (ages 13-21): 82

Within the population of children served

17% of the entire population openly identified as LGBTQIA+

40% had mental health diagnosis.

31% were sexually assaulted.

11% had drug and alcohol abuse.

RFP for Foster Care Agencies

3. Provide clear reasoning why your organization feels it is a strong candidate for this opportunity and how Foster Care fits well within your organization's mission.

The reasoning that GCVS is an ideal candidate for this opportunity is our commitment is mission driven; committed years in the foster care field: leadership advocating for children; and developmental training of the GCVS staff and families.

GVCS' mission is empowering and strengthening children and families allowing them to become productive within their community and beyond. No program is at GCVS will exist without fitting in our mission. GCVS advocates and promotes three targeted areas which are Family, Education, and Health/Wellness. Foster Care at GCVS co-insides with empowering and strengthening our foster care children by years of experience, putting children in safe surroundings, and having our children's their best interest. Engaging with families by providing them training and support from the leadership is essential for the children's success.

Our current director of Foster Care has five years of leadership at GCVS and a Foster Care Case Manager at Gwen's Girls Inc. with professional experience of four years as a case worker and trainer. She holds a master's in Social and Public Policy.

GCVS continues their professional development in the following certifications: PRIDE (2013) and TRIPLE P (2020). In 2021, GCVS staff will pursue obtaining its certification in the Strong African American Families (SAAF) program under the Center for Family Research at the university of Georgia.

4. Provide the number of homes and total bed capacity you anticipate being able to maintain at any given time. Be specific about the number of homes you anticipate being best equipped to care for different child demographics and other characteristics (e.g., infants, teenagers, Therapeutic Foster Care, LGBTQIA+ individuals).

Greater Valley Community Services' Foster Care department can comfortably support 30 homes with 75 available beds. The agency can continue to provide services for children ages 0-21 from numerous races, ethnicities and cultural backgrounds that are experiencing various mental health diagnosis, medical ailments (and management), truancy/education, domestic violence (or witnesses to domestic violence), behavioral management issues, drug, and alcohol abuse.

Promoting Placement Stability (60 points)

5. Describe your plan for *recruitment* of diverse, culturally humble Foster Care families who will provide high-quality and trauma-informed care and safety for children. Please include:
 - a. Specifics about which populations you will target.
 - b. The strategies you will use to ensure your Foster Care families are diverse and culturally humble.

RFP for Foster Care Agencies

- c. The recruitment staffing strategy, specific roles and number of staff involved in the recruitment of Foster Care families.
- d. The specific recruitment strategies you will use for Emergency Placement Homes, Respite Homes and Emergency Respite Homes.
- e. How you will incorporate a “customer service” approach.
- f. How you include matching events and preplacement visits in your approach.

The ability to match each child with an appropriate, loving family is critical and can lay the foundation for successful outcomes. This section includes an array of approaches and strategies that GVCS uses to recruit a range of resource families, particularly diverse, culturally parents. Recruitment for Foster Care parent can be done by general techniques that include reaching the mass audience through media and public outreach programs. They include but are not limited to public events, public service, announcements on television and radio stations, billboards, foster care recruiting fairs, booths etc.

Although those recruitment efforts are useful and appear successful, it does not answer the question of where the diversified foster care parents are and how do we engage with them? Why would a parent of color want to be the substitute parent(s) to children of color? What does success look like when an adult of color or culture identifies themselves as a foster care? Also, is the cost of recruiting a limiting factor?

The first realizations of recruiting diverse substitute parents are who does the placement and does the professional understands cultural differences. Recruitment at the grassroots level and nurturing relationships of trust in the community is the first step toward foster care parenting. That makes recruitment of diverse populations a continual, targeted process.

The targeted recruitment focuses on the specific kinds of children and teens in need of temporary and permanent homes in the community. The community is the focus when it comes to recruitment. All communities have their culture and personality. The foster care recruiter professional must see what makes the community ticks, where do community people go, where do they spend their time, what is the personality of the neighborhood.

Not excluding the ‘general techniques’ because they definitely have their place in foster care recruitment, but again, the question states ‘enhanced recruitment’. The foster care professional is ‘targeting’ sensitive adults of color/culture that have the passion to be foster parents of children and teens. GVCS will enhanced its current recruitment in the following ways:

Prior to the actual recruiting, the right person must do the recruiting. An assertive, sell- minded individual must that the lead. The candidate should have a good knowledge of foster care, its regulations and process excellent communication skills.

GVCS uses a proactive approach for customer service for our Foster Care parents. We connect them 2-3 times a week to discuss questions and concerns they have and those discussions open lines of communication.

In the past, Greater Valley has worked with the OCYF Matching Department and has attended OCYF matching events. We will continue to work closely with the Matching Department. Furthermore, Greater

RFP for Foster Care Agencies

Valley is willing and able to hold quarterly matching sessions with our foster parents and the children that the matching department are trying to place.

At Greater Valley's matching sessions, the children and their caseworkers can interview our foster parents to see if they feel they are a fit for them. If a child feels that they have found their match, all parties will create a visitation plan that includes the date of placement. Within the visitation plan will also be the execution of the child portion of Triple P and SAAF to ensure a smooth transition and ultimately a stable placement.

6. Describe specific efforts you will take and approaches you will use to *retain* foster parents, including Foster Care parents who have Emergency Placement Homes, Respite Homes and/or Emergency Respite Homes. Include how support will be available to Foster Care parents 24 hours a day, seven days a week.

Greater Valley's goal is to retain our foster parents through professional support and peer mentorship. For professional support, Greater Valley Community Services, Inc. will use proactive outreach to foster parents and clients to build trust, openness, and a solid foundation between foster parents and clients. The Foster Care Department employees will reach out to foster parents not just about casework, but for general check ins that may not be case related, but to create and/or strengthen rapport. Proactive outreach will include, check in calls throughout the week, offering of resources for the household, and a listening ear.

Greater Valley will also provide 24-hour emergency access telephone numbers to all Foster parents. Administrative staff is on site during regular business hours, Monday-Friday, 8:30 AM - 4:30 PM. It is assumed that the proper notification procedures are followed during these hours in the way of person-to-person communication. The 24-hour emergency access telephone number is available to Foster Parents evenings, Monday-Friday, 4:30 PM – 8:30 AM, Weekends, and Holidays

PROCEDURES:

1. A staff member is designated as On-Call employee for the Foster Care department for a weekly period. This individual's name will be listed on the agency calendar.
2. An on-call calendar will be issued monthly to all Staff/Foster Parents/Clients of GVCS
7. Please describe a plan for facilitating peer supports for Foster Care parents. This may include strategies, a specific model (such as the Mockingbird Model) or informal mechanisms, and be based on common challenges, geography or something else.
 - a. Where you see fit, include innovative solutions that have arisen as a result of COVID-19 (e.g., videoconferencing, virtual visits).

Foster parents will still be receiving direct support through Greater Valley's foster care representatives. Monday through Friday the foster parents will be able to reach the caseworkers via their cell phones or

RFP for Foster Care Agencies

the Greater Valley main number. In the Evening and Weekends the foster parents will be able to reach a caseworker via the on-call phone at 412.420.4725, providing 24 hours access and crisis intervention to the foster parents.

In addition, the foster parents will have monthly support groups, peer support, and monthly activities for the children. The information for each is provided below.

Foster parent support:

Support group: meets once a month and will be led by an experienced foster parent as well as Greater Valley's Community liaison and Foster Care representatives for support. These once-a-month meetings will be used for an opportunity to connect, emotional support, and the provision of resources. At these monthly meeting surveys will be given to the foster parents in order continually poll needs, wants, trainings, and how greater valley can better support them.

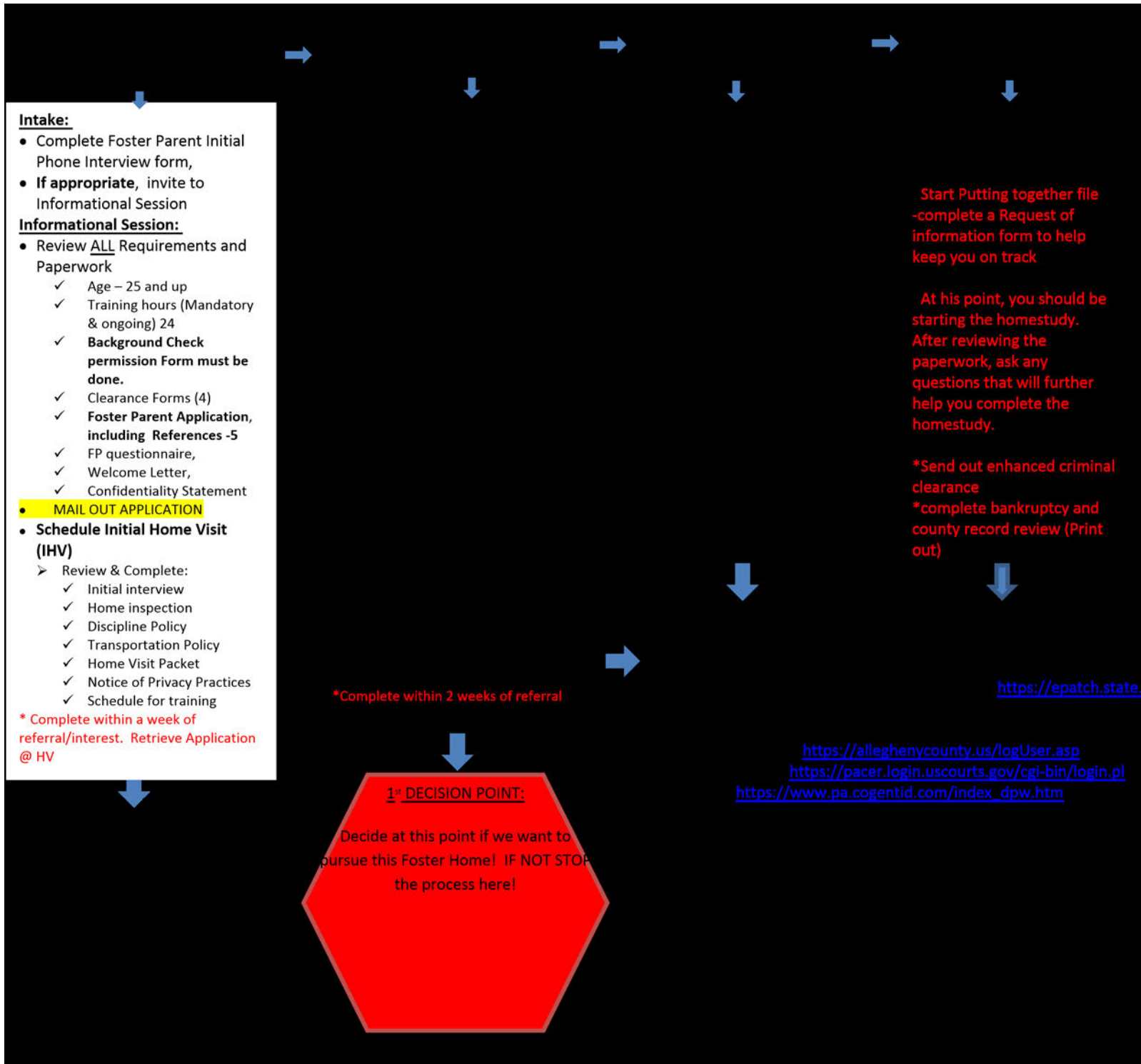
Peer support: Parents will be serving as a resource to one another. The peers will provide emotional support, parenting advices, respite, babysitting services (if able), and will be able to help one another navigate the many the social service system. A training on peer support will be given to all current foster parents and will be included in our onboarding training.

Activities for children: A social group for the children will be held once a month. They will be therapeutic activities through the Dragon's Den located in Homestead. Also while at the Dragon's Den, the children will also complete surveys on how Greater Valley and the foster parents can better serve and support them

8. Describe your process and timeline for Foster Care Home approval. If your anticipated timeline will routinely take more than three months for approval from receipt of application, please explain.

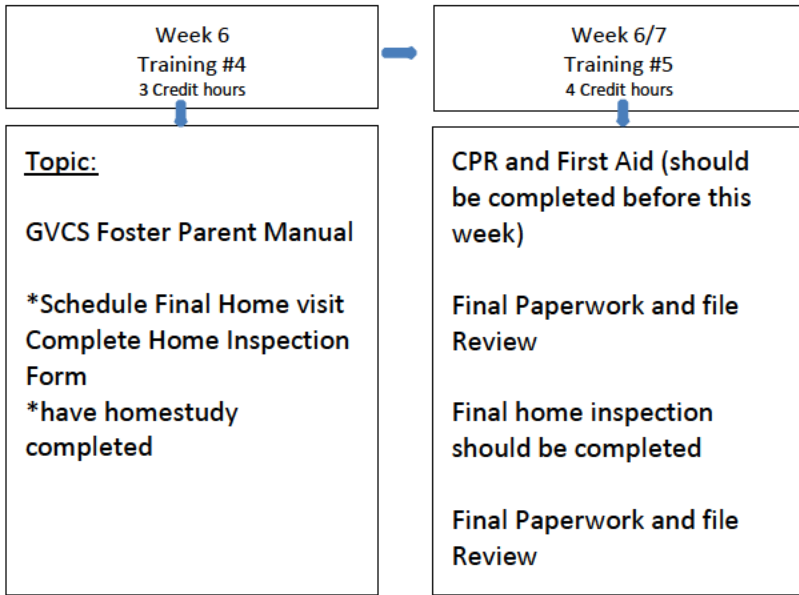
Foster Parent Certification Process Map

RFP for Foster Care Agencies



Foster Parent Certification Process Map

RFP for Foster Care Agencies



2nd DECISION POINT:

All clearances should have been received and are to be reviewed. If appropriate and no Title 18 charges, then continue. Decide if we want to pursue this Foster Home! IF NOT STOP the process here!

Once training, the file, the home inspection are completed, complete the following:

- PA FP registry form and fax it.
- Certification certificate and certification letter (one of each goes into the file, one of each goes to the foster parent)

Email Certification certificate to

Carrie Strine
Children Youth & Families
Phone 412.488.4880
Fax 412.488.8578
Carrie.Strine@AlleghenyCounty.US

RFP for Foster Care Agencies

Promoting Well-Being (65 points)

9. Provide a detailed pre-service and ongoing training plan for Foster Care parents that emphasizes cultural humility and includes all required and relevant topic areas.

POLICY: In order to provide the best services to children in our care, the Greater Valley Foster Care Program takes the viewpoint that it must start with a well-trained and informed Foster Parent.

PROCEDURE:

1. Prior to a prospective Foster Parent being certified as a Foster Parent, the Recruiter/Trainer will:
 - a. Complete the "Initial Pre-Screening Incoming Call" form,
 - b. Arrange to meet with the prospective family in their home for a face-to face screening and complete a "Pre-Screening Home Visit" form,
 - c. Extend an invitation to all qualified, prospective Foster Parent to attend training classes,
 - d. Document the attendance and completion of all pre-service training classes,
 - e. Ensure all prospective Foster Parents complete 24 hours of pre-service training,
 - f. Schedule experienced Foster Parent to participate in the initial pre-service training for prospective applicants. The experienced Foster Parent will be the mentor for the prospective Foster Parent.

2. Greater Valley recognizes that the knowledge and skills a Foster Parent needs cannot be fully taught during pre-service training. This is because of the time it takes to teach Core, Advanced and Specialized Competencies. Thus, an ongoing in-service training for Foster Parents is required. All individuals within the parenting role are required to complete an additional 12-15 hours of training, yearly.
 - a. An in-service training is scheduled twice a month for continual supplemental training. CPSL, PA C.S. Title 23, 55 PA. Code, HIPPA will be offered on our supplemental training calendar twice a year. SOGIE; CSEC/LGBTQIA+; Mandated Reporting; Diversity, Racial Equity, and Inclusion; Prudent parenting; De-escalation training; First Aid and CPR will also be offered quarterly along with the other supplemental training topics.
 - b. All certified Foster Parents are required to attend and acquire 15 hours a year to maintain their certification.
 - c. Six hours of training can be completed outside of Greater Valley; and,
 - d. All Foster Parents are encouraged to suggest topics of training that they would like covered. Training topics will also be discussed in the Foster Parent support group.

3. The organization determines the appropriate amount of mandatory pre-service and in-service education necessary to ensure that foster parents understand:
 - a. The organization's mission, philosophy, goals, and services,
 - b. The needs of abused and neglected children,

RFP for Foster Care Agencies

- c. How to integrate the child into the family,
 - d. The importance of culture and ethnicity, and methods to maintain the child's connection to his or her cultural community or tribe,
 - e. The partnership role of foster parents plays in supporting family,
 - f. How to assist with visitation,
 - g. Sensitive and responsive practices to use with biological parents,
 - h. The use of foster care as temporary intervention.
4. Foster parents also receive pre-service training on rights and responsibilities including:
 - a. Specific duties for foster parents,
 - b. Identification and reporting of abuse and neglect,
 - c. Reimbursement for services and compensation for damages caused by children placed in the home,
 - d. Notice of a participation in any review or hearing regarding the child,
 - e. Complaint procedures,
 - f. Circumstances that will result in closing home.
 5. Each foster family receives an annual evaluation to identify areas of strength and concern, and a plan is developed to address needs for support or training.

10. Describe your plan to facilitate co-parenting between birth parents and Foster Care parents, including how you will connect these people as early on as possible after a new placement is established.

At Greater Valley Community Services, Inc. we understand that birth families offer children a sense of who they are, where they belong, and how they are connected. We believe that all children are entitled to grow up with their own parents whenever possible, which is why we stress co-parenting. Staff at Greater Valley have been very successful in creating the coparenting relationship between Foster Parents and Birth parents; even in the most challenging situations. To enhance our program, we have partnered with the Dragon's Den as a place the children, foster parents, bio parents, and GVCS staff can meet for within 72 hours after placement for therapeutic team building meeting.

Imagine this: a stunning but abandoned Italianate Renaissance church — St. Mary Magdalene in the heart of Homestead, Pennsylvania — gets new life and new purpose by engaging Allegheny County children in innovative programs in a safe and supportive environment, while transforming a historic building into a vibrant community center that fosters team building and collaboration.

Dozens of studies document the benefit of the regular use of challenge courses to develop self-confidence, self-efficacy, self-control, locus of control, strategic thinking, teambuilding, leadership and the trust in oneself and others to overcome challenges on the course and in life. Well trained facilitators, mentors and staff will accompany children as they make their journey,

RFP for Foster Care Agencies

at their own pace, from the course to inside themselves and their lives. The rope course is a transformative tool that teaches critical life skills and changes lives. See ATTACHMENT B

During this therapeutic process, the biological parent(s) will also receive a Bio Parent Handbook, that will list Greater Valley's policies and procedures, and their rights as a parent.

11. Provide a detailed plan for establishing and sustaining Therapeutic Foster Care (TFC) homes.

Please include:

- a. The standards of the specific model you intend to use and why you chose it.
- b. How you will implement the model, including specifics about the development and use of treatment plans at the client level.
- c. How your organizational capacity and infrastructure will be able meet all model standards and train and support Foster Care parents.
- d. Your proposed process and timeline to establish between 30% and 50% of your Foster Care homes as TFC settings.

Greater Valley staff has placed several children that required a higher level of care due to emotional and behavioral challenges. In our experience, when a child is in crisis, 30 plus hours of a 40-hour work week are dedicated to offering support and solutions to the child, foster family, and biological parents to help stabilize the placement. For placements to be successful, more proactive support, and trainings are needed. To provide the proper supports, the therapeutic foster homes will have their own therapeutic foster care case managers. The therapeutic case managers will be well versed in the effects of trauma on child development, parenting a child with mental health and trauma, and certified in child and adult mental health first Aid.

For a more proactive method, the Prevention Case Manager develops Crisis plans, and teaches coping skills, life skills, and skills for a healthy interaction in partnership with the Child, their family, Foster family, and other stakeholders; coordinates both internal and external resources; and ensures the provision of quality service delivery. The prevention specialist will work with the child, foster family, and biological family's multiple times a week to help offer a more proactive approach to supporting the therapeutic homes. In the event of a Crisis, the crisis plan (which includes respite) will be followed.

Greater Valley is proposing that we have 75 beds, 30% (with the prospects of growth) of those will be therapeutic foster homes. In order to achieve this, we will recruit from our current pool of foster parents and have them heavily trained and certified as therapeutic homes. All while we used targeted recruitment for more therapeutic and traditional foster homes.

12. Describe your plan to ensure timely completion of assessments for children in Foster Care through staff training, supervision and quality assurance.

RFP for Foster Care Agencies

Traditional and Therapeutic Foster Care Workers will be equipped with tracking forms for each client detailing when ISPs, CANS, monthly reports, and medical appointments are to be completed. Supervisions with Traditional Foster Care Case Managers will be held Biweekly with the Assistant Executive Director; Therapeutic Case Managers will have supervision with the Assistant Executive Director Weekly along with the Prevention worker.

The Assistant Executive Director will complete the administrative daily tasks for Greater Valley's foster Care department. KIDS , MPER, and SharePoint will also be checked daily to ensure that the county is receiving the correct data from Greater Valley.

Furthermore, Greater Valley has its own quality assurance department that will conduct monthly checks to ensure that the caseworkers are completing client documentation in a timely manner.

Building a High-Quality and Consistent System (15 points)

13. Describe your organization's plan to regularly collect feedback from Foster Care children, parents and families and how you will incorporate it into your Foster Care program and ensure continuous quality improvements. Please include:
- How you will collect feedback from children in Foster Care and use it to inform your practice.
 - How you will get Foster Care family input to evaluate what supports are needed, and how this feedback will inform changes to practices.

GVCS provides an overview of the importance of assessing the feedback for Foster Care children, parents, and families by these efforts: GVCS Foster Care Support Group. This group meets once a month to hear and mentor each other with the management of GVCS. It is a listening session, exchanging thoughts and expressing concerns to support the foster children in their charge. Currently the group meets virtually. Foster Care management meet with household twice a month to check on children and parents. This a mode to provide support, answer questions, provide interference for potential issues, and provide feedback.

14. Describe your process and plan for tracking, entering and reporting data in a timely and accurate manner. Be specific about which staff will be required to perform the data entry, how they will be supervised, monitored and supported and where data entry fits into the overall business process.

Currently, GVCS Foster Care uses the following tracking, entering, and reporting methods:

- SHARE POINT: This data is entered daily regarding changes in foster care.
- EPER: putting in information on Foster Care clients which is updated on a regular basis.
- KIDS System: All case work on Foster Cares participants is entered (**when**). The information entered can be, but not limited to, clothing, medicine, educational services, and expected services.

RFP for Foster Care Agencies

Staffing and Staff Training (40 points)

15. Attach an organizational chart that reflects the positions, including responsibilities and current or desired qualifications, of all staff members involved with all components of operating Foster Care. The attachment is not included in the page count.

16. Describe your plan and strategy for recruiting any additional staff needed for Foster Care, or how current staff meets all needs, including the staff who will support TFC homes. Describe past successes using this strategy.

The biggest challenge with Foster Care is its staffing. The organizational chart is the future of the Foster Care staff to accomplished higher level performance. The recruitment of additional staff in Case and Therapeutic Management, Recruiter, Transportation, and prevention Care.

17. Provide a detailed staff training plan that emphasizes cultural humility and ensures that staff are trained in relevant topic areas, including the changes you will make to the existing training program to meet requirements.

The approach for training will be making the staff realizes practices developed and demonstrated to professionals in the foster Care field:

SOGIE provides comprehensive, interactive training lessons designed to increase competence about sexual orientation, gender identity, and gender expression, while providing practitioners with increased knowledge, tools, and resources for working with lesbian, gay, bisexual, and transgender (LGBT) youth in the juvenile justice system.

Strong African American Families (SAAF) is a 7-session program designed for youth aged 10–14 and their caregivers. The goal of SAAF is to build on the strengths of African American families and support parents and youth during the transition from early adolescence to the teen years with a specific emphasis on helping young people avoid risky and dangerous behaviors (e.g., substance use)

Parenting training is a staple training that GVCS does quarterly.

These training will be done by certified trainers from GVCS. There will be a based training, reinforced trainings, and yearly updated training.

18. Describe your plan for hiring racially and culturally diverse staff.

The rise in diversity is related to the increasingly collaborative and team-based structure of modern organizations: the evidence is clear that companies that can effectively recruit and manage a diverse workforce have a clear competitive advantage. The GVCS Foster Care

RFP for Foster Care Agencies

management makes recruiting a diverse staff imperative. Our first goal is to hire qualified staff that can relate to the Foster Care parents and children. Since a large population of our families are African American, our second goal is hiring staff that is racially and culturally sensitive to our parent and children.

Our Diversity Overview is connected to diversity initiatives to business outcomes through meaningful benchmarks, analysis, and effective training. GVCS fosters an inclusive culture with standard Diversity and inclusion courses that change attitudes and behaviors.

Organizational Capacity and Implementation Challenges (30 points)

19. Complete the following chart of services your organization currently provides in contract with DHS and/or other PA counties. You may add additional lines to the chart, as needed.

Service Name	Service Description	Contracting Entity	Contract Amount	Start Date of Contract
FOSTER CARE	FAMILY RESTORATION	DHS	1,200,000.00	11-2009
IN HOME CRISIS	FAMILY PERSERVATION	DHS	1200,000.00	11-2009
Enter text.	Enter text.	Enter text.	Enter text.	Enter text.
Enter text.	Enter text.	Enter text.	Enter text.	Enter text.
Enter text.	Enter text.	Enter text.	Enter text.	Enter text.

20. Describe the challenges that your organization has experienced in the past and/or that you anticipate with fulfilling the Foster Care Scope of Services, as described in the RFP, and how you will mitigate those challenges.

There has been difficulty meeting the needs of the clients due to lack of proper staffing; the needs of the clients outweighed the staff.

– Funding to assist with the proper staffing should help solve this problem

- Recruitment has been an issue in the past. The proper budget and a dedicated recruiter would solve this problem.

21. Provide a plan for implementation that clearly identifies your organization’s strengths and challenges to implementing the Scope of Services, including the changes your organization will need to make (in terms of staffing, training, structure, Board of Directors, etc.) to deliver the services described. Attach a timeline for implementation that includes benchmarks and anticipated completion dates, clearly showing what can be in place by July 2021 and what will require more time to implement. The attachment is not included in the page count.

RFP for Foster Care Agencies

Greater Valley is well versed in African American Parenting and trauma informed trainings; trained in the following PRIDE, Triple P and will be certified in Safe. Greater Valley is also very well versed in proactive case management and are well connected to community resources that will help support foster homes.

Financial Management and Budget (10 points, not included in page count)

22. Provide a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining Foster Care, including the suggested Maintenance Rate for TFC homes for the selected model and whether that amount varies based on the age of the child in care. You may provide the line-item budget as an attachment (e.g., Excel file) or in the space below.

SEE ATTACHMENT

23. Provide a budget narrative that clearly explains and justifies all line items in the proposed budget.

GREATER VALLEY COMMUNITY SERVICES Inc. BUDGET JUSTIFICATION 21-22

Personnel Expenses

345,999

Case Management

224,750

Foster Care Case Manager/Therapeutic Case Manager:

The Case Manager/Therapeutic Case Manager position ensures the safety, permanence, and well-being of children in out-of-home foster care. This occurs through the development of individual goal plans to ensure the provision of quality service delivery. Education/Knowledge Requirements: Bachelor's degree in Human Services, Social Work, or related field or related experience. Experience working with special needs/at-risk children and families required.

Prevention Case Manager

The Prevention Case Manager develops Crisis plans and teaches life skills, and skills for a healthy interaction in partnership with the child, their family, Foster family; coordinates both internal and external resources; and ensures the provision of quality service delivery. Education/Knowledge Requirements: Bachelor's degree in Human Services, Social Work, or related field. Experience working with special needs/at-risk children and families required.

Case Manager

Foster care caseworkers work in conjunction with the state and the courts to place abused, neglected, or abandoned children into temporary foster homes to prepare them to return home or move to a permanent placement. Education/Knowledge Requirements: Bachelor's degree in Human Services,

RFP for Foster Care Agencies

Social Work, or related field. Experience working with special needs/at-risk children and families required.

Manage/Supervise Staff 45,000

Foster Care Recruiter

The Recruiter is responsible for the screening, interviewing and selection of Foster families with Assistant Executive Director. The recruiter coordinates and conducts Foster parent orientation and training, documents training received and maintains ongoing contact with foster parents to ensure satisfaction, safety, and training needs are being met. Education/Knowledge Requirements: Bachelor's degree in Human Services. Experience working with special needs/at-risk children and families required. Strong organizational, interpersonal relationship and communication skills necessary

Support Staff 0

Clinical/Treatment/S.S./Med Service 0

MH/ID and Education Services

Dragon Den 15500

The Dragon's Den challenge course aims to be both educational and therapeutic. At 17 feet above the ground, everything we know about ourselves is challenged and a sense of camaraderie and pride develops. Well-trained staff and mentors teach and encourage children not only to work from 48 strategically placed platforms, but also to transform their course experience into a tool they can use in all aspects of their lives. The enveloping soaring architecture of the certified Historic Building will inspire kids to recognize, appreciate, and respect the beauty we have in our communities.

Employee Benefits 60000

Federal, State and Employment Benefits required

Staff Training 744

Required training hours required by CYF

RFP for Foster Care Agencies

Facility/Operational Expenses	171480.
Facility	20201
300 Holland Avenue Foster Care occupancy	
Maintenance	6567
Maintenance upkeep on facility	
Utilities	6267
Gas, electric, phone and related expenses	
Communication	6932
Technology related expenses for Foster Care	
Supplies	2291
General supply usage for Foster Care	
Staff Transportation	37000
Foster Parent/ Vehicle Maintenance in foster Care department	
Postage//Shipping	750
Printing/Publication	1200
Insurance	19500
Liability, clearances, and other insurance required.	
Equipment/Furniture Depreciation	3200
General expenditure for facility usage	
Fees/Dues	153
Professional Organizations	
Foster Training	5000

RFP for Foster Care Agencies

Required training.

Staff Training 1000

Required, extended training.

Advertising 1500

Marketing for Foster Care Department

Bank fee# 67

Payroll Expenses # 8064

Contracted Services # 29500

Professional Fees # 5000

Accounting Fees # 9044

#Business services for Greater Valley Community Services

TOTAL \$517,474.00

Recruitment for Targeted areas

1. **Letters, Statements, or Testimonials from current foster parents:** This has been researched and proven to be the most effective. When new foster parents were asked in several studies about what influenced them the most while they were making their decision to become foster parents, they stated that they were most affected by feedback (realistic feedback, a mix of good and not so good) from current foster parents. In a similar way, having the girls who are currently in the program accompany the Greater Valley representatives to recruitment events would also be beneficial.

- **Update FP incentive program:**
 - receive \$100 if certified in 45 days, successful placement of sibling group for 30 days or more; or 3+ successful placements within 60+ days; teen/teen parent w/ child for 30 days
- **Mail Blast**
 - start looking into how to get email list
- **Send thinking if you (handwritten) post cards to former perspective foster parents.**

2. **Posters in public places:** (community centers, coffee shops, libraries, supermarkets, anywhere with a bulletin board). Marketing research has shown that it generally takes three exposures to the same ad before a potential client will respond. Consistency would be key here. The posters should include tear off cards with the Greater Valley phone number, address, email address, and website information.

- **Secure funding for Bill-board Lamar Advertising**

3. **Partnering with the schools in the targeted areas:** This could be very specific to the areas we are targeting. We could ask for permission to place posters in the schools and flyers in the guidance counselor's and principal's office. Also, it could be beneficial to pass out flyers at dismissal time, if that is allowed by school regulations. This idea could be developed more; working with the schools could be a good source for recruiting.

4. **Engaging social media:** As technology grows, it continues to permeate the world of marketing and recruitment. 81% of consistently profitable small businesses actively employ social media as a tool for publicity. Social media is a way of free advertising and the community/social aspect appeals to those who are interested in social concerns.

- **Email blast: start looking into how to get email list be ready August 10th**
- **Facebook Pass & Share Campaign**
- **FB: partnerships with pages;**

Greater Valley: Walking billboards. Have t-shirts made in bulk and then have the girls wear them for outings to advertise. This could tie in with the social media aspect—have a contest where people could take pictures of themselves wearing the shirts in different public places and post them with a hashtag that promotes Greater Valley and offer some donated prize (movie tickets, a gift card, etc.). Car Magnets.

5. Speaking at PTA meetings and community meetings: If there are any kind of neighborhood associations or alliances in the areas we would like to target, it might be

beneficial to speak at their meetings. The members of the audience would be community-minded individuals who would be open to hearing about our programs.

6. Talking to local media: We could call the Pittsburgh Post-Gazette and Tribune Review and ask if they would like to run an article on Greater Valley (especially since we won the resource award).

- **Radio:**

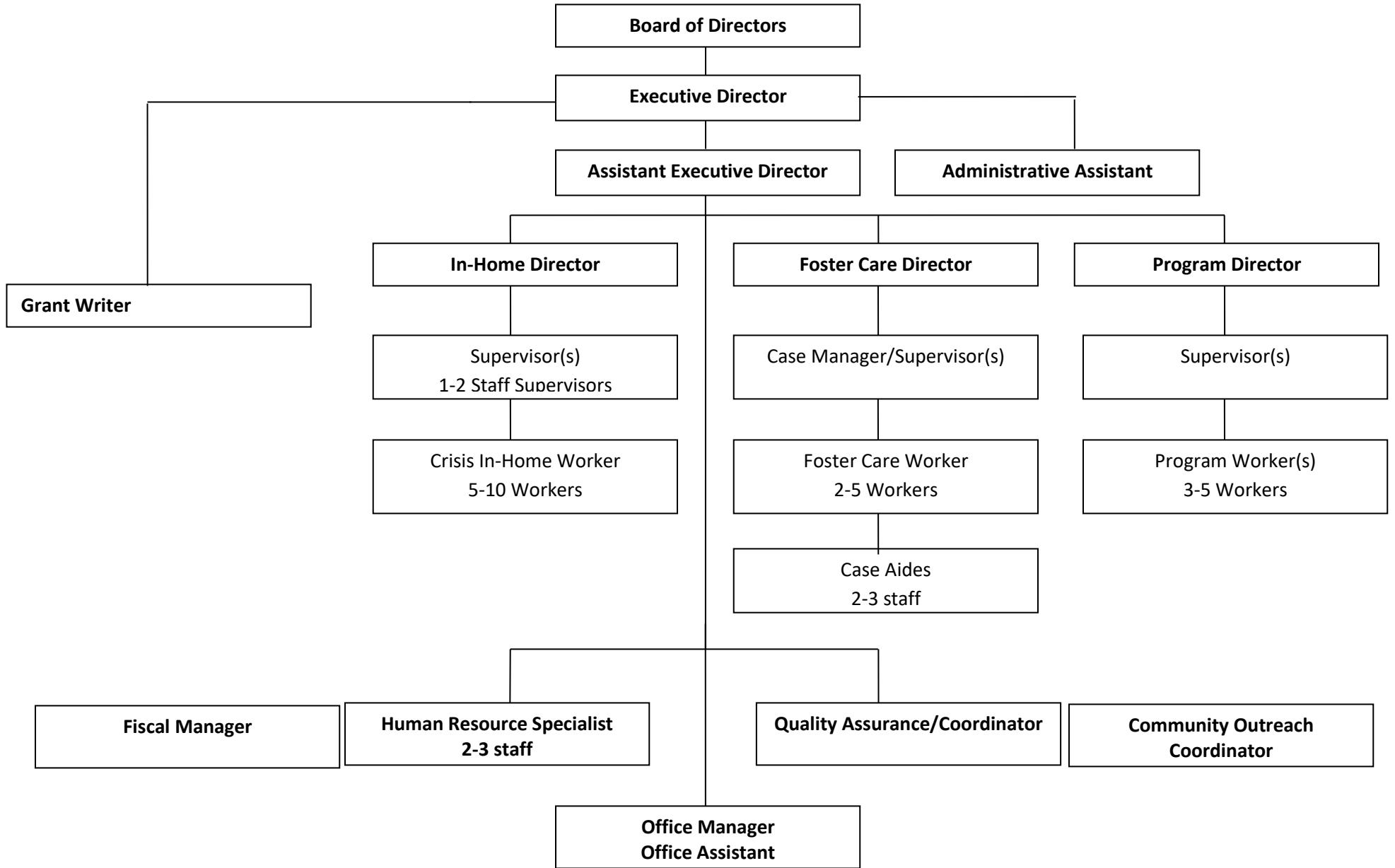
- Secure founding for sponsorship at a Pirate Game;

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Posters	Engaging social media	Calling media outlets for an article or coverage of one of our events	Gathering letters, statements, or testimonials from current foster care parents
Partnership with schools	GVCS t-shirts	Little League	Speaking at PTA and community meetings in the targeted communities
Flyers	Working with faith-based organizations	Radio Advertisement	Community Days, Church picnics
Daycare Center	Wristbands, pens, fans	Kennywood	Hair Show
Summer Camps	Doctors' offices	Nail Shops	Arts Festival
YMCA	Train/Subway	Children's Museum	Regatta
Colleges	Fitness	Farmer's Market	Color Run
Kingsley	PNC Bank (Oakland)		Pittsburgh Pride

OBJECTS OF EXPENSE	FY 21/22	
Personnel Expenses		
Case Management	224,750	
Manage/Supervise Staff	45,000	
Support Staff	0	
Clinical/Treatment/S.S./Med Services		
MH/ID and Education Services	15,500	
Employee Benefits	60,000	
Staff Training	744	
Total Personnel Expenses	345,994	
Facility / Operational Expenses		
Facility - (Rent/Depreciation)	20,201	
Maintenance	6,567	
Building Utilities	6,267	
Communication	6,932	
Office Supplies	2,291	
Staff Transportation/Travel	37,000	
Foster Parent Transportation/Travel		
Vehicle Maintenance and Repair		
Postage and Shipping	750	
Printing and Publications	1,200	
Insurance	19,500	
Equipment and Furniture (Depreciation)	3,200	
Association Dues/ License Fees	153	
Foster Parent Training	5,000	
Recruitment of Foster Parents	7,500	
Recruitment of Staff	1,000	
Advertising	1,500	
Bank Fees	67	
Interest		
Payroll Expenses	8,064	
Contracted Services	29,500	
Professional Fees	5,000	
Accounting Fees	9,044	
Total Facility / Operational Expenses	170,736	
Subtotal	171,480	

Greater Valley Community Services Organizational Chart



GVCS FOSTER CARE TIMELINE - ATTACHMENT 3

March

Focus on recruiting and training a Recruiter.

March to April: Greater Valley Team to be trained in SAAF (already scheduled to occur)

-Hire and train a recruiter

-Begin to recruit and hire 1 Traditional Foster Care Worker, 2 therapeutic foster care worker, transportation case aids and 1-2 prevention worker.

-Begin the Client support groups at that Dragon's Den

April: recruiting and Hiring for the positions listed above.

-Polling current foster parents and foster parents in training to be therapeutic foster homes

-Begin targeted Recruitment for teen homes, traditional foster parents, and therapeutic foster parents (this includes certifying these homes as well)

-Begin the foster parent support groups

May: Training for all positions hired

-Assimilate and implement to the new structure