



Allegheny County Department of Human Services

RFP Response Form

RFP for Equity Training

PROPOSER INFORMATION

Proposer Name: Hugh Lane Wellness

Authorized Representative Name & Title: Sarah Rosso, Executive Director

Address: 421 N Highland Ave Suite 1300 Pittsburgh PA 15206

Telephone: [REDACTED]

Email [REDACTED]

Website: <https://hughlane.org>

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

Date Incorporated: [Click here to enter text.](#)

Partners included in this Proposal: Consultants working with us on this project who have signed an LOS/MOU include: Casa San Jose, Rebbly Kern, University of Maryland School of Social Work Institute for Innovation and Implementation, YWCA of Greater Pittsburgh.

How did you hear about this RFP? *Please be specific.* We were informed about this RFP from OEE staff at DHS.

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No (we utilize DHS services for our OCYF contract, and we utilize OtterAI and Rev for our training facilitation, but we do not have a “telecommunication device”

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Sarah Rosso	[REDACTED]	[REDACTED]
Contract Processing Contact	Sarah Rosso (until 8/1/22)	[REDACTED]	[REDACTED]
Chief Information Officer	Ashley Durham	[REDACTED]	[REDACTED]
Chief Financial Officer	Thomas P Walters	[REDACTED]	[REDACTED]

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MPER Contact*	Jule Arney		
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* *MPER* is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.

BOARD INFORMATION

Provide a list of your board members as an attachment or in the space below.
Please see attachments for HLF and HLW

Board Chairperson Name & Title: John Easter

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

Name	Affiliation	Contact Information
Ajay Sankar (he/him)	Enterprise Equitable Health Institute/Highmark Health/Allegheny Health Network	[REDACTED]
M. Shernell Smith (she/her)	Executive Director, Center for Student Diversity & Inclusion at Carnegie Mellon University	[REDACTED]
Devon Taliaferro (she/her)	Community Engagement Coordinator	[REDACTED]

PROPOSAL INFORMATION

Date Submitted 7/6/2022

Amount Requested: \$780,336.66/Year 1

CERTIFICATION

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

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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

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>.

- Partner commitment letters, if applicable
- MWDBE and VOSB documents
- Allegheny County Vendor Creation Form
- Audited financial reports or other financial documentation for the last three years
- W-9

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 100 points. Your response to this section should not exceed 11 pages. (Pages 1-3 are not included in the page count).

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Organizational Experience (15 points possible)

1. Describe your organization's commitment and approach to advancing equity and justice.

Hugh Lane Wellness: Center of Excellence (HLW) works to improve the health and wellbeing of the LGBTQ+ and HIV communities. We offer services and resources to community members,, as well as expert training and research services for organizations to improve their capacity to serve our priority populations. HLW is deeply committed to equity and justice in all that we do. Our investment goes beyond our Center of Excellence (CoE) services. This framework and focus is woven into the fabric of our organization. While our organization is missioned to improve health outcomes related to gender and sexuality, we approach all that we do through an intersectional frame and recognize that disparities related to diverse SOGIE communities are inextricably linked to colonization and white supremacy creating and maintaining socially constructed standards around gender, gender expression and sexuality. Without unpacking racism and white supremacy culture, specifically anti-Black racism and how it permeates our society, we will not be in a position to advance equity, justice and, ultimately, liberation for all.

Our work is rooted in the knowledge that addressing any disparities and inequities requires that we actively work to dismantle white supremacy both within the broader community, and especially within our own organization. We know that we will not be able to achieve equity and justice for all if we don't address the underlying systems of institutional and structural racism. Specific ways in which we have demonstrated our commitment to advancing equity, specifically racial equity and justice include flattening our organizational structure to share power, reduce racially-biased hierarchies and create a more authentic team-based approach. This leadership collective helps to drive all aspects and decisions in our organization. In addition, our policies and practices have been developed from a racial equity lens to assure we are consistently moving toward anti-racist practices internally and externally. Examples include flexible working hours, holidays and transportation reimbursement. Additionally, we have made it a priority to invest resources in recruitment and retention, including the ongoing development and mentorship of our employees. The make-up of our leadership team is currently 60% Black, 60% trans/nonbinary, and 40% cross-disability. We have retained 93% of our overall team, and 100% of our leadership team. While we acknowledge the positive impact our recruitment and retention efforts are currently having, we understand that there is more work to be done to expand leadership and mentorship opportunities and strive for more. Despite a flattened leadership structure, our Executive Director position is held by a white queer/trans person. To further support the development of talent on our team, we've invested in retaining consultants to provide additional mentorship and coaching for our QTBIPOC ¹ from leaders who are also QTBIPOC.

Our commitment to advancing equity and justice doesn't just stop at our door. We have also invested our resources, both time and money, into supporting the creation of new nonprofits led by BIPOC community members to help ensure that the next generation of leadership is reflective of our communities. The investment in developing leadership skills and sharing our knowledge and resources helps to assure mutual benefit and growth as we collaborate to focus on our communities' needs. This is the centerpiece of our approach and drives our work within our services areas and led us to the creation of our CoE to share knowledge, power and access.

¹ Queer, Trans, Black, Indigenous, People of Color

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(Please note, we only share this information here for more context around our commitment to promoting equity and justice and make it clear that that focus lives and breathes across our organizational entities at HLW. These are not elements that you will find in our annual report or promoted performatively on our website. These organizations are run by incredibly talented and skilled people and would thrive on their own if systems of oppression weren't embedded into our communities.) Some of the organizations we support include *Change Rape Culture*, *Gateway Medical Society*, *Love Diamond*, *Rangoli*, *TransYOUning*, and *True T Pittsburgh*, to name a few. It's important to us that we acknowledge that the journey to become an antiracist organization is an ongoing process and that we recognize that aspects of white supremacy still exist within our organization, and we are committed to engaging in ongoing efforts to unearth it and, through action planning, transform it.

In a nutshell, HLW is uniquely positioned to do this work for several reasons. Most importantly, we have built a team of community members with lived experiences who are passionate and dedicated to doing this work. Our work environment centers equity, and we recognize that we are aspiring to be and do better every day, along with those clients who work with us on similar paths. Equity and justice is not a destination or a one-time process, but rather a commitment to working together to consistently dismantle systems of oppression that have been ingrained in all of us. Our team brings their whole selves to our work, and that allows us to be nimble, collaborative, and adaptive outside of systems of white supremacy and cisheteronormativity. We support and build leadership capacity across our team, flatten hierarchies, and practice what we support in others as ongoing learners. Our CoE drives continuous quality improvement to build a stronger, more welcoming region. Our theory of change values that each of us have something more to learn and do in the spirit of equity and justice each and every day.

2. Describe your organizational experience with providing trainings similar to those outlined in the RFP.

HLW has significant experience facilitating SOGIE and also Race Equity trainings in a variety of settings. Our training and evaluation work has improved practice in corporations, education, government, health and human services, and universities. HLW has established itself as the go to in the region for leading cutting edge, intersectional training content to improve outcomes for marginalized populations. We have updated SOGIE content to add race equity and intersectionality concepts throughout. Additionally, we have developed the Building Culture with Intent series to support broader equity work with our CoE clients. We have coached, supported and led content for a majority of the region's DEI executives and have grown to offer our CoE services nationwide. Some of our training and evaluation clients include: Highmark/AHN - Equitable Health Institute, Carnegie Mellon University, Pittsburgh Pirates, Race Equity Consciousness Institute, The Midwife Center, The Human Rights Campaign, and the Los Angeles County Dept of Public Social Services. This is in addition to our current scope of work with ACDHS. Hugh Lane staff have been involved with the development, implementation and evaluation of SOGIE training with ACDHS since its inception in 2014. Since that time, Hugh Lane staff have increased their scope of work based on high performance. For FY22-23, our OCYF consultation contract includes: SOGIE training facilitation with internal and provider staff, including registration, certificate and attendance database management, evaluation and reporting. Development and facilitation of a 201 refresher series, including Race

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Equity content. SOGIE trainer network recertification, fidelity implementation and updated curriculum roll-out. Consultation and technical assistance for supervisors and leadership to improve practice. Development of pronoun practice toolkit with website integration, and STAR Center simulation with case experiences. Additionally, we have added a new line of service for FY 22-23 to include SOGIE training expansion to the four other program offices provider networks. A full-time SOGIE Equity trainer role has been hired to lead this work in FY 22-23.

Implementation (25 points possible)

3. Provide a detailed implementation timeline including specific dates and objectives.

Project Timeline			
Phase	Task	Start	End
Grant Onboarding	Grant Onboarding Timeline	8/1/22	9/30/22
	Meet with DHS Lead Trainers to review curriculum design and implementation experiences (ongoing if changes need to be made)	8/1/22	8/15/22
	HLW staff participate in SOGIE and ARE Facilitator Training	8/15/22	9/30/22
	Solicit feedback from current certified trainers (if possible)	10/1/22	10/15/22
	Meet with initial group of system leaders to determine rollout priorities	9/1/22	9/30/22
Implementation Planning	Implementation Planning Timeline	10/1/22	12/31/22
	Develop evaluation tools, if necessary	10/1/22	11/30/22
	Develop schedule and registration process (virtual/in-person scheduling)	10/1/22	10/15/22
	Collaborate with DHS Lead trainers to created adapted version of ARE Training for in-person sessions (SOGIE training already adapted for in-person and virtual implementation)	10/1/22	11/30/22
	Explain and review any content updates and with certified trainers (external HLW). Roll out new fidelity measures and annual evaluation process.	11/1/22	12/15/22
	Disseminate registration information	11/1/22	12/31/22
	Confirm system integrity (registration, confirmation, training reminder, breakout groups, pre/post surveys, attendance, certificate distribution)	11/1/22	12/15/22
	Finalize training materials/packets	12/1/22	12/31/22
Training Implementation	Training Implementation Timeline	1/15/23	6/30/25
	Implement training plan	1/15/23	6/30/25
	Analyze registration/attendance rates to confirm best date/time to offer sessions	Semi-Annually or as needed	
	Begin iterative evaluation (content, certified trainers)	1/15/23	6/30/25
	Report training completion rate of staff by dept/organization	Quarterly	

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Evaluation, Curriculum Update & Implementation Updates	Evaluation and Update Timeline	1/31/23	6/30/25
	Review and analyze data tools (pre/post surveys; evaluations; facilitator debriefs)	Ongoing	
	Formalize recommendations (including content updates and proposed “refresher” timeframe for previously trained staff)	Quarterly	
	Present findings to DHS Lead Trainers/Grant Administrator	Quarterly	
	Make necessary updates	Quarterly or as needed	

4. Describe the approach you would use to coordinate and deliver the trainings.

We see coordination and implementation of training as a multitiered process that begins with working directly with the grant administrator to determine priority areas within the department, likely prioritizing leadership and direct care staff. From there, the process includes:

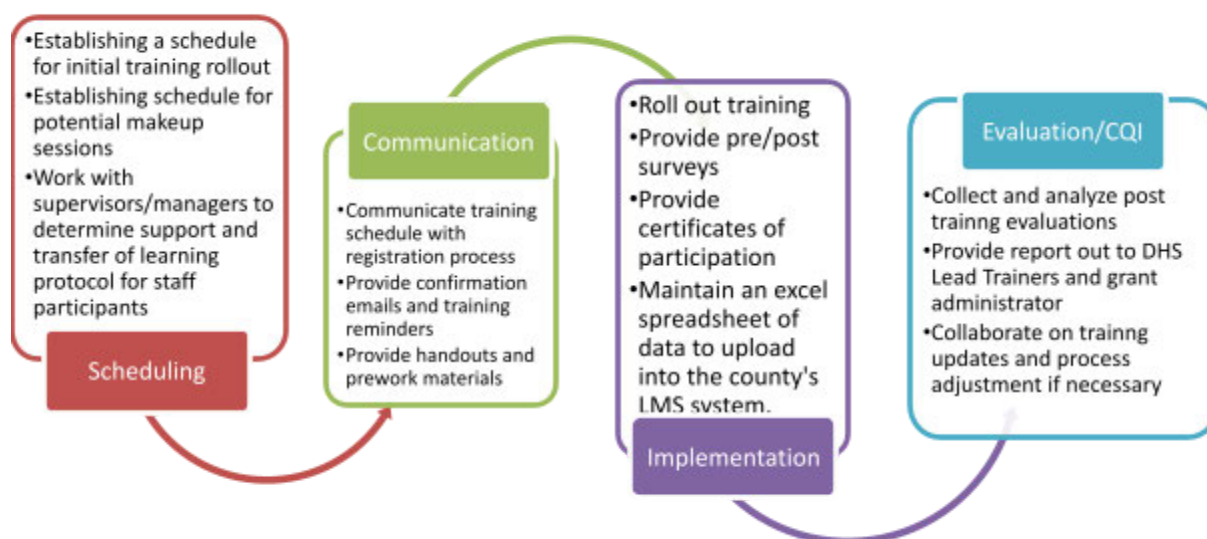


Figure 1 Training Coordination/Implementation

5. Describe how you would collaborate with DHS to implement the trainings.

HLW has built established and trusted relationships with ACDHS and provider agencies. We're able to work collaboratively with our partners to identify processes and outcomes that will work for all. Our approach to this work is to learn from what's already been done, examine opportunities, and find points of leverage to drive mutually beneficial outcomes. HLW would work with DHS project leadership to ensure effective collaboration and establish communication loops. We would coordinate check-in meetings, with greater frequency in the beginning implementation stages. Meeting frequency would be determined together, ranging from weekly to quarterly check-ins. We'd work with DHS to map out contacts and stakeholders to coordinate training calendars across program offices. HLW has demonstrated great flexibility in training scheduling to increase access and participation. We'd schedule training based on the needs of DHS and providers, including offering weekend and evening times. Following training, we'd

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process data collection to provide monthly and quarterly reports with identified team members, and use check-in meetings to debrief trends, updates, and CQI as we move through the project.

6. Describe how you will staff the trainings, including the key staff roles, responsibilities and the FTE they would devote to the trainings.

HLW has built a strong team to support our CoE. Senior leadership will guide overall implementation, design, coaching, fidelity, facilitation and submit invoicing. The CQI/Data Manager is a brand-new role at HLW and will drive project deliverables utilizing data to drive outcomes. Trainings will be co-facilitated with a priority for cross-racial teams. Team pairings will also balance SOGIE and other aspects of identities including ability, religion, and others. Equity trainers will cover a majority of training needs utilizing established content models, which the equity trainers already have experience with. They will ensure that data tools are used by participants. Administrative staff will support logistics for the project, including managing scheduling systems, data entry, triage, calendars, technology and coordination.

In addition to our internal staff, one of our core values is collaboration. This has allowed us to build genuine and lasting relationships with key stakeholders and content experts both locally and nationally. HLW has a consultant pool that will also assist with this project. Current consultants at the national level advise us on efforts related to best practice data collection, analysis, race equity, gender, sexuality, equity, and mentorship. Local consultants similarly assist us in our efforts and additionally provide direct facilitation support as part of our CoE trainer pool to assure we have a broader array of competencies to best meet audience/client needs. This framework allows us to begin to break the cycle locally of looking elsewhere for key talent. National experts help to fill in any gaps identified for projects, but more importantly, provide coaching and mentorship to increase the skills and capacity of BIPOC, QT, and especially QTBIPOC staff locally. Our collaborations with consultants locally allow us to build networks of support and mutual aid to share knowledge, and support one another's work to build a strong, more equitable region.

The current project staffing outline/map is as follows:

Role	Responsibilities	FTE
Executive Director	Oversight/overall responsibility, onboarding and coaching support, consultation, research and development, facilitation as needed, collaboration network development	10%
Training & Research Director	Project management, direct facilitation lead, support and coordination of scheduling, data collection, research & design, and evaluation, coordination between entities	50%
Program Director	Quality improvement & assurance overview, data analysis support, coordination with DHS & Advisory Board entities, facilitation	10%
Data Manager QI/QA Coordinator	Research & development, data collection tool development and implementation, analysis, direct facilitation	75%
Equity Trainers (on staff)	Direct facilitation, utilize data tools	50-100%
Equity Trainers (consultant pool)	Direct facilitation by consultant pool in established MOU's in collaboration and partnership with local organizations to utilize local talent and expertise.	TBD

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Project Administrator	Manage logistical details of scheduling, technology access, data entry, triage and questions	100%
Fiscal Director	Invoicing, billing & back up	5%

7. If you have staff already identified for the trainings, please provide a brief bio of their qualifications. If you do not have staff already identified, please describe how you will recruit candidates and the qualifications you will look for during the hiring process.

Coley Alston (they/xe) is a Black African Descendant of American Slavery & Sharecropping, 4th generation resident of unceded Osage & Shawnee land, neurodivergent, queer, transgender speaker, facilitator, and trainer. They have worked regionally and nationally to educate folks on how to create more affirming, welcoming, spaces for transgender and nonbinary people at the intersection of race and ethnicity. Coley's educational background is in public health and their undergraduate studies includes a minor in Africana studies. They have been facilitating and evaluating equity training for race and SOGIE for 5 years. Coley was an inaugural member of the Lorde-Baldwin Leadership Institute by New Voices for Reproductive Justice.

Jule Arney (xe/xem) grew up in Detroit, Indianapolis, and Atlanta before moving to Pittsburgh to attend CMU with studies focused in prejudice, discrimination, and public policy. Xe's experiences related to xyr Black, genderqueer, gray-ace, and neurodiverse identities in various pockets of Midwestern and Southern American culture were the catalyst to xyr passion and activism for human rights and equity. Jule has developed and facilitated LGBTQIA+ and DEI training and research initiatives for a wide variety of industries for more than 15 years. Xe also served as Vice Chair of the City of Pittsburgh's LGBTQIA+ Advisory Council 2017-2019.

Tracy Baton (she/her), LSW, has been engaged in human rights and equity work for more than four decades. She was trained in anti-racism leadership through Damascus Road and The People's Institute for Survival and Beyond. Tracy has led anti-racism workshops and helped develop a workshop on internalized racist oppression. Tracy brings her lived and local experience as a Black, bisexual woman from Pittsburgh's Hill District and Squirrel Hill neighborhoods to guide her work. She specializes in race, class, and gender, emphasizing healing trauma in the LGBTQ+ and Black communities.

Katrina Lenhart (she/her), joins HLW from the University of Pittsburgh where she leads several research initiatives. Katrina specializes in research and data analysis, and has first-hand experience facilitating SOGIE content in campus settings. K's educational background is rooted in science, and Katrina is passionate about CQI and data collection to drive equity outcomes.

Olivia Long (she/her), joins the HLW team following years of corporate DEI work. Olivia specializes in supporting large scale system innovations, leading efforts for a national telecommunications company. She has been facilitating Race Equity content in change resistant settings and is passionate about leveraging her skills to advance equity and justice through education and training. Olivia is a Black woman, and an ally to the LGBTQ+ community.

Beck Reid, (she/her), a Black, Queer educator, is passionate about disrupting school to prison pipelines for Black youth. She has been creating and facilitating Race and SOGIE equity content in classroom settings and has excellent group management skills as a facilitator.

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Sarah Rosso (they/she) has been engaged in equity work for more than two decades. Since 2007, Sarah has led and built impactful training programs locally and nationally. Through this, they have built an extensive network of collaborators and facilitators, ultimately leading to a training CoE created with their team at HLW. Sarah has extensive facilitation experience, maintaining several certifications, and has led national equity training and research projects for large scale systems, particularly government. As a white queer person, Sarah has invested in race equity learning opportunities to continually work toward anti-racism personally and professionally. These opportunities include Race Equity Institute for ED's, Transformative Teaching Collective, and AR-TIC (anti-racist trauma informed care training).

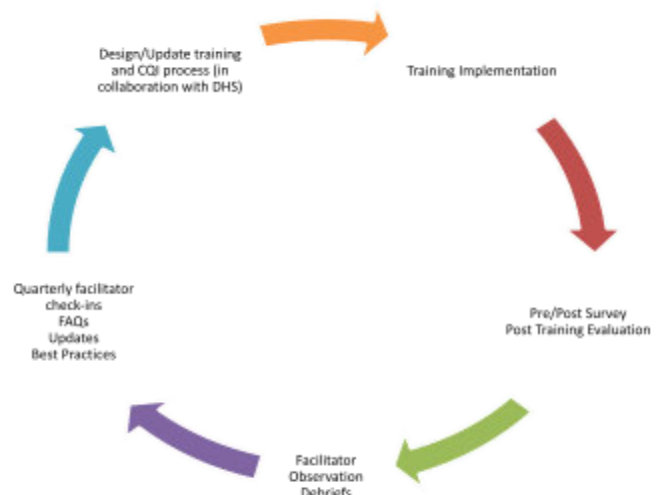
Dr. Tyler Titus (they/them) is a white, transgender, queer, LPC. They are an equity trainer and consultant. Dr. Titus became the first openly elected transgender official in the State of Pennsylvania in 2017. Dr. Titus regularly presents at local, state, and national conferences on the topics of systemic inequity and how communities can create inclusive resources. Dr. Titus serves on the PA Dept. of Education: Equity, Inclusion & Belonging Task Force and has worked with Erie County United Police Accountability Action Team.

Jay Yoder (they/them) is a white, queer, genderqueer, violence survivor who works as a human rights, anti-violence, and undoing oppressions educator and activist. Jay has worked as a DEI and Anti-Violence professional for two decades. They received intensive undoing oppressions training from Community Peacemaker Teams and have been providing *undoing oppressions and racial equity* training in cross-racial training teams for a decade in professional, community, secular, and religious contexts. Together with Robyn Henderson-Espinoza, they developed a *Displacing Whiteness: Undoing White Supremacy* training for Christian contexts. Jay also provides Undoing Heteronormativity, Undoing Gender Oppressions, Trauma Resiliency, Accountability for Harm, and Navigating Community Conflicts training.

Evaluation (20 points possible)

8. Describe your plan to evaluate Introduction to SOGIE and Advancing Racial Equity in Allegheny County.

Evaluation of any training begins even before implementation. Working collaboratively with the DHS lead trainers and curriculum developers, our entire team will be onboarded on training content, prior implementation successes and challenges, unique departmental cultural aspects to consider, and a feedback loop between HLW and DHS for CQI will be established.



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Training evaluation will include both training content and knowledge change, as well as facilitator competency. Pre/post surveys, session evaluations, and facilitator observation and debriefs will be our primary methods of assessing the training experience of the participants.

Figure 2 Continuous Quality Improvement

These tools and processes will be used for each training session and a summary of findings will be provided to the DHS Grant Administrator on an agreed upon timeline. Once the training implementation begins, the CQI process, as shown above, will be used to inform future iteration of the training.

For facilitation evaluation, we plan to utilize the certification criteria developed by DHS to onboard facilitators in the ARE curriculum. All of the content and tools for the SOGIE training have been developed by our team at HLW, including a newly revised SOGIE content update and training of facilitator roll-out slated for August 2022 on an adjacent contract. Similar tools based on Advancing Racial Equity content that have not yet been developed, will be created by our leadership, consultant, and QI/QA teams as soon as we have access to the training materials.

Following the first 12 months of facilitation, monthly trainer sessions will move to quarterly sessions. Annually, trainers will receive at least one fidelity observation by the lead/coaches. Utilizing the fidelity assessment tool, coaches will watch training facilitation, either in person or virtually, depending on the format, to gather feedback and provide updates to individual trainers' support and coaching plans. This process also helps to ensure fidelity to the content and process, leading to improved outcomes. After each observation, from initial teach-back to annual fidelity reviews, coaches will complete a summary report utilizing established feedback tools to synthesize the fidelity forms and create an ongoing support plan for each trainer. These 1-1 debrief sessions will provide additional support to trainers.

During the second year of the project, HLW coaching and consulting teams will begin to develop additional tools. These include FAQ's, 201's in specific content areas for both ARE and SOGIE, as well as champion development to continue learning and improve outcomes across DHS.

Additionally, HLW will utilize their lead/coach team to provide ongoing support and coaching to supervisors across DHS to increase their capacity to imbed equity work within their teams. Support will include enhanced content module review, technical assistance for supervisor in group and 1-1 formats.

9. Describe two examples of training evaluations and/or continuous quality improvement processes that you have implemented.

① As part of a national U.S. Department of Health and Human Services, Children's Bureau project, HLW staff implemented and evaluated training models in an effort to establish best practice with purveyors, research teams and local government agencies. This five-year project required collaboration across many large systems and organizations to pilot interventions to support LGBTQIA+ youth and their families. Data collection and fidelity tools were developed, implemented, evaluated, redesigned and finalized to best practice specifications. To manage content fidelity, we conducted video and audio recordings of facilitation, which were reviewed by the purveyors and our project leads. Facilitators completed self-assessments for each training

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completed. Our coaches reviewed self-assessment tools and watched video content utilizing a rubric to assure fidelity. This information was synthesized into a coach's report that was disseminated electronically and debriefed at recurring monthly meetings to assure continuous quality improvement for facilitators. On the data collection side, we implemented several tools to analyze the impact of the project and ensure QI/QA. We created a registration form and database, which all participants completed to gather baseline demographic information, identify needs, and remove barriers to assure that everyone could fully participate in the trainings. Registration reports were shared with stakeholders monthly, quarterly, and annually. Surveys were created to measure content impact. We developed a random ID process and database for all participants to anonymously submit survey data and evaluations. This unique ID was utilized to collect pre, post, and 3-month follow-up surveys. Surveys were developed and administered via Qualtrics, with back-up paper surveys utilized for in-person facilitation. Data was analyzed and reviewed quarterly to track CQI and to manage any necessary updates to facilitation, logistics, and/or content that was needed to positively impact outcomes. Interviews were conducted at random with participants to gather qualitative experiential data to provide additional feedback. Finally, facilitator evaluations were administered to participants to analyze performance and accessibility. The HLW team worked with key constituents across states, systems and agencies to develop, implement, analyze and manualize these data protocols to assure impact, fidelity and quality assurance. Results of this project have been published to assist others to implement similar models to impact change.

② HLW staff have been recruited by HRC Foundation to lead training and evaluation projects. Current projects include Trillium Resources, which covers approximately 40% of North Carolina, and the Los Angeles County Dept of Public Social Service. HLW staff are responsible for managing all aspects of the project, utilizing their pre-designed curriculum and collaborating between stakeholder groups. Evaluation, data collection and fidelity tools were created using LMS and project management software to manage CQI, reporting and trainer outcomes. Tools include: post-facilitation questionnaires, participant feedback and pre/post surveys. These tools were developed to capture quantitative and qualitative data to help drive results and are guided by current best practice. Reports are shared with the trainers and are accessible across the internal team to track progress and update coaching support needs. This is also used to track and monitor progress for a Training of Facilitator certification process necessary for onboarding new trainers in the established curriculum. Data from feedback tools is analyzed and entered into the database to create reports for stakeholder teams to review opportunities for improvement, coaching and consultation. The current content areas explore aspects of colonialism, white supremacy, racism, immigrant and international communities, gender, sexuality, and cross-disability communities.

10. Provide a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the trainings.

HLW Annual Budget Proposal: Equity Training RFP
Personnel

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Executive Director	Consultation, Coaching, Collaboration	\$9,500.00
Training & Research Director	Project Lead, Trainer Coaching/Supervision, Reporting	\$42,000.00
Program Director	Consultation, Trainer Coaching/Supervision	\$8,970.00
CQI/Data Manager	develop/implement data, CQI and analysis for project	\$49,500.00
Equity Trainers, FT (4)	Advancing Racial Equity and SOGIE facilitation	\$264,000.00
Equity Trainers, PT (2)	Advancing Racial Equity and SOGIE facilitation	\$65,000.00
Project Administrator	Logistics, tech, registrations	\$56,400.00
Fiscal Director	Billing/invoicing	\$3,900.00
Subcontract		
Local Consultants	Race equity TA, coaching (\$100,000), direct facilitation (\$50,000)	\$150,000.00
National Consultants	CQI/research, TA (\$10,000), race equity coaching (\$10,000)	\$20,000.00
Wellness Consultants	Content creation for DHS/Provider staff (\$5,000), HLW trainer/staff support (\$10,000)	\$15,000.00
Program Costs		
Technology	laptops (\$5400), tablets (\$1800), presentation technology	\$7,200.00
CEU's	certification (\$600) & processing fees (\$8,000)	\$8,600.00
Software/Apps	annual fees for: Otter AI (\$1920), zoom (\$1000), teams (\$250), Cornerstone (\$15,000) Mentimeter (\$600), Harvest (\$1290)	\$20,060.00
Peripherals	Headsets/mics, screens, computer accessories, white noise machines	\$5,000.00
Supplies	Flip charts, markers, paper, pens, name tags, etc.	\$4,000.00
Printing Costs	Certificates, manuals, handouts. ??? WAG	\$3,500.00
Accessibility	Translation services (\$5,000), Rev captioning (\$1350), stim accessories & calm strips (\$2,000)	\$8,350.00
Refreshments	Water for in person facilitation (do we need this)	\$1,600.00
Rent	Space rental for training	\$3,200.00
Travel	Transportation reimbursement (bus/mileage), parking, material distribution	\$2,250.00
Administrative Costs		
Rent	Staff office space (1/3 of office space utilization at 421 N. Highland office)	\$22,333.33
Utilities	Internet (\$1040), cell phones (\$6000), hot spots (\$1200), building utilities (\$1733.33)	\$9,973.33
TOTAL EXPENSES		\$780,336.66

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

The primary resource for this work is people and talent. As such, our budget reflects that through our personnel and consultant costs. Personnel costs dedicated to this project allocate our existing team in part-time roles and add six new roles to expand capacity for this project.

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In addition to our current leadership and OCYF team, we have four new full-time trainers identified to work with us on this project. We've added an administrative coordinator to support logistics, and a CQI/Data manager role to lead research, evaluation, and data deliverables.

Local consultants and MOU's have been established with Casa San Jose, YWCA of Greater Pittsburgh and IHood Media via Miracle Jones. Additionally, we have a team of trainers working on a consultant basis through our Center of Excellence. Consultants will assist us in expanding our facilitator pool, providing the necessary self-care and recovery time for our team. Additionally, organizational consultants will assist HLW by providing technical assistance and coaching support to assure all aspects of this project are intersectional and accessible. This consultant pool is set up flexibly to be mutually beneficial based on organizational capacity and emerging project needs. We are dedicating \$100,000 to support local organizations to provide TA and consultation. Additionally, \$50,000 will be available to facilitation consultants.

National consultants at the Institute for Innovation and Implementation will provide support related to data science, research and evaluation, as well as CEU administration to all DHS and provider staff. Eckert Seamans will provide CLE credit to DHS and provider staff through our CoE work. Rebby Kern will provide ongoing race equity learning and coaching for our team.

Program costs include laptops for six new program staff, as well as two surface tablets for in-person facilitation to integrate with DHS systems. Years 2-3 technology will update presentation technology as needed. HLW's CoE has interactive whiteboards and projectors that can be utilized for this project. Peripherals for staff to conduct remote training include headsets, lighting, white noise machines, and computer accessories to meet staff needs and to increase accessibility for our team. These accessories include larger format screens, keyboards, ergonomic mice, etc. CEU annual costs are based on providing CEU's to 1600 DHS staff for both ARE and SOGIE. The \$8600 reflects both training accreditation and the user fee.

Software/Application costs include annual subscription fees for services to efficiently support this project and our team. Harvest is used for time tracking by task, Otter AI improves accessibility for meetings and trainings, Zoom for coaching, Teams/Microsoft for coordination with ACDHS, WeTransfer for secure data and video content transfer, Mentimeter for participant activity integration in virtual environments, and Cornerstone customization and subscription fees. We anticipate needing records migration to transfer our current SOGIE records into Cornerstone, plus Initial customization and annual subscription for four users to cost \$15,000 in year one, and reduce to \$4000 annually after initial set-up.

Supply costs for training average \$100/day, based on previous SOGIE facilitation work. Averaging a split between virtual and in-person training, we estimate \$4000 annually in training supply costs. Rent and utilities reflect the space and staff utilization for our team at our new East Liberty office location (33%). Cell phone reimbursement for project staff and key leadership at \$50/month for 10 users.