



Allegheny County Department of Children Initiatives

RFP Response Form

RFP for Out-of-School Time Capacity Building

PROPOSER INFORMATION

Proposer Name: Highlands Partnership Network (HPN) and Allegheny Family Network (AFN)

Authorized Representative Name & Title: Misty Woody, Treasurer (HPN) and Ruth Fox, CEO (AFN)

Address: 1600 Pacific Avenue Suite 10 Natrona Heights PA 15065

Telephone: 412-274-0783

Email: mwoody@alleghenyfamilynetwork.org

Website: www.HighlandsPartnershipNetwork.org

Legal Status: For-Profit Corp. Nonprofit Corp. Sole Proprietor Partnership
 Local Education Agency (LEA)

Date Incorporated: HPN formed in 2018 as a community organization of various nonprofits, faith-based organizations, medical providers, government agencies and Highlands School District. AFN incorporated on June 26, 2009.

Partners included in this Proposal: Allegheny Family Network (fiduciary) and the partners of the Highlands Partnership Network, including Generations House of Worship, Natrona Heights Presbyterian Church, Salvation Army, Faith Community Partners, Allegheny Valley Hospital, Allegheny Valley Association of Churches, the office of Senator Lindsey Williams, Building Block of Natrona, et al.

How did you hear about this RFP? *Please be specific.* HPN was made aware of the RFP from the Office of Community Services and via email to Allegheny Family Network, a partner in the Highlands Partnership Network and its fiduciary.

Does your organization have a telecommunications device to accommodate individuals who are deaf or hard of hearing? Yes No

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REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Ruth Fox	412-246-2030	rfox@allegHENYfamilynetwork.org
Contract Processing Contact	Misty Woody	412-246-2030	mwoody@allegHENYfamilynetwork.org
Chief Information Officer	Maria Silva	412-246-2030	msilva@allegHENYfamilynetwork.org
Chief Financial Officer	Nicholas Chavara	412-246-2030	nchavara@allegHENYfamilynetwork.org
MPER Contact*	Nicholas Chavara	412-246-2030	nchavara@allegHENYfamilynetwork.org

* [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.
See attachment BOARD MEMBERS.

Board Chairperson Name & Title: Lisa Stefanko, Vice President of Human Resources and Parent

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.*

Karen Snair, Allegheny Valley Association of Churches, karen@avaoc.org, 724-226-0606

David Rankin, Upper Allegheny Valley CDC, [REDACTED], [REDACTED]

Monique Mawhinney, Highlands School District Superintendent, mmawhinney@goldenrams.com, 724-226-2400

PROPOSAL INFORMATION

Date Submitted 3/1/2022

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Amount Requested: \$250,305.00

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

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
- Completed budget template

REQUIREMENTS

Please respond to the following. The maximum score a Proposal can receive is 110 points. Your response to the following section should not exceed 12 pages. (Pages 1-3 are not included in the page count).

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Organizational Experience (15 points possible)

1. Describe your organizational experience providing OST programs or programming that works with children and families.

The Highlands Partnership Network is a consortium of 30 local support organizations, faith-based organizations, elected officials and government representatives that support families in the most need on a monthly basis through programming, food sustainability services, community transportation, and parent support services including groups and trainings. Allegheny Family Network, a lead organization in the Highlands Partnership Network, provides one-on-one support for parents in the district involved in CYF, Foster / Adopted care, grandparents raising grandchildren, and other system involvement in order to engage hard-to-reach families.

The Highlands Partnership Network has experience in programming for children in the Highlands School District community since 2018, beginning with a Small Town Christmas event with community-sponsored activities, a parade and holiday festivities in a high poverty housing development in Natrona Heights, following two shootings in the tight-knit community, which created trauma in the community and a stigma of its residents outside of the neighborhood. HPN then coordinated the distribution of free meals for students in the district during the Covid shutdown of 2020, and operated as a partner in several local events, such as the Back to School Bash and school supply giveaway each year since its organization. It's newest project, a community gardening and a family bike share program, will begin in March 2022 and will include children and teen gardening and harvesting classes and opportunities for shared space among youth groups and school-based classes.

Allegheny Family Network hosted a teen afterschool program for boys and girls ages 12 – 18 in Natrona Heights to address a heightened sense of violence in the school buildings in the 2019-2020 school year. Included in the teen workshop series, which offered teens a safe afterschool place, with snacks and tutoring, were opportunities to connect with professionals, artists, local business owners and elected officials over the course of 10 weeks of programming.

During the 2020-2021 school year shutdown and remote learning phase of instruction at Highlands School District, the Highlands Partnership Network was awarded funding to establish and host three Community Learning Hubs in the district's communities. Each Hub was staffed with a certified teacher and a learning aide to assist students in accessing remote classrooms, completing assignments, receive emotional and mental health support, communicate with teachers and parents, and provide a sense of normalcy for students during a very confusing time. Each Hub reached capacity for the entirety of the program. Bussing, food, tutoring and equipment was provided at no cost, and the school district recommended students who would benefit most from the program. The Hubs only had four days total of interruption due to maintaining strict compliance with Covid-19 guidelines, cleaning procedures and strategic planning in the positioning of furniture, Hub placements and staff scheduling. The Highlands Partnership Network's member organizations rotated additional programming and resource availability for parents and children throughout the school year, including providing snacks and food, participating in read-alongs, teaching lessons about culture and heritage, donating holiday gifts and meals, allowing students to tour fire trucks and emergency response facilities, and even bringing a goat to class to share about veterinarian work. With the assistance of funding from the

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county and the support of DHS and the Office of Community Services, children and parents in the district were able to return to normal schedules for school and work; receive valuable resources and information during Covid about unemployment, food instability, vaccines and eviction prevention. The HPN Hubs operated on a Cohort A and B rotating schedule, including Fridays, and serviced 40 students, with 45 percent of those students receiving special education services or coming from one-parent homes.

2. Describe your organizational experience working in high-need communities, especially the community(ies) you are proposing to serve.

Highlands Partnership Network, its members and Allegheny Family Network have had a strong core presence in the Highlands School District communities of Brackenridge, Tarentum, Harrison and Fawn municipalities for many years individually, and since 2018 collectively. The purpose of the Partnership is to collaborate among nonprofits, businesses, faith-based organizations and government entities in the community in order to combine resources and financial strengths to address the high need of support for children and families in the district. On the Allegheny County Community Need Map, these municipalities are in the moderate and high level of need zones. The Highlands School District is a high need area, especially for learning, with more than 20% of students identified as Special Education learners. It is a district with communities that are food and transportation deserts and has eight low-income housing communities within five miles. The district is a free breakfast and lunch program school with funding from the federal government for all students due to the high poverty level amongst students. In communities such as this, Covid disrupted the typical manner of receiving supports and assistance for all of the families at a disproportionate rate. The Highlands Partnership Network responded immediately to coordinate volunteers and partner with agencies such as the Citizens Hose Ambulance Service to set up five pick-up locations of school breakfast and lunch meals in the neighborhoods with the least access to transportation or food stores or supply. For twelve weeks, the Partnership brought the food to the people through drive-up distributions and with voluntary drop-offs to those families in isolation or quarantine. The Partnership worked with the Allegheny County Health Department and Allegheny Health Network to establish community vaccine clinics and Covid-19 testing sites. When the Partnership recognizes an issue it activates its members to identify the barriers to access, the need for funding or resources and the areas in the community most in need. The Partnership did this in March 2020, when it recognized from interactions with parents and students during school food distribution that students in lower income homes were learning from paper packets due to lack of access to laptops or sufficient Internet service. HPN members collected and distributed 50 devices and assisted families in applying for Internet assistance programs. Each member in the Partnership identifies what area or support they can best provide based on their mission organization, staff, expertise or financial or other strength. Most of the Partnership members are trained in Trauma-Informed Care, Strengths-Based Approaches, Diversity and Equity Training and SOGIE. The Partnership has worked together to provide a community shuttle three days per week, an Adult Education Program, Food Banks and food drop-offs, diaper giveaways, Community Gardens and advocacy for improved mobility and food stability. The Partnership believes that by addressing these issues, generational change that is very necessary in this community can occur and balance economic advantage, homeownership, small business ownership and increase graduation rates.

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Program Design (70 points possible)

3. Provide an overall description of your proposed Program and how it meets DCI's goals, including:

- Describe how you are opening new quality OST slots (certified child care or community based) in a community that lacks them. Please include the proposed number of new slots.
- Describe how you will provide a consistent Program schedule that meets the needs of families in your selected community, including the hours and days of operation.
- Describe how you will provide children with a safe space to spend time and the physical location you intend to use.
- Describe how you will create opportunities for children to engage in enriching activities and what participants will gain from engaging in your program.
- Describe how your Program serves historically underrepresented populations.

The Highlands Partnership Network will establish three Community Kids Hubs for the Highlands School District students in Grades K to 5. Each elementary/middle level Hub will offer 12 to 15 students a safe place in a community-based organization that is a member of HPN to go to after school hours from 4 to 6:30 PM on Monday through Friday when school is in session. At this time, three community churches and community centers that are HPN members have expressed interest and availability of space should the RFP be awarded to HPN. Students will receive transportation from their school building to a Hub location in their community. At the Hub, students will have time for tutoring and academic support in order to address the educational loss and gaps due to Covid interruptions in the 2020-21 SY. Students will receive a healthy snack, learn about nutrition and participate in healthy physical activity time, including programming such as yoga, meditation, martial arts, dance, and traditional sports such as basketball, from community business owners and/or organizations. Students will have opportunities to learn about careers and future opportunities in the community from business owners, alumni and guests, including first responders, artists, minority and women-owned businesses and organizations. Cultural activities and programming will also be presented in the fabric of the programming so students can learn about their peers, themselves and their families in a positive and responsive way. Each Hub will have a site manager and a Learning Aide to assist in tutoring, food preparation, bathroom breaks, activity coordination, encouraging socialization, mitigating space and monitoring student arrival and departure. Additionally, local support organizations will offer resources and services at no cost to parents of the children attending the Hubs.

The Community Kids Hubs will provide transportation for students in need due to the lack of transportation availability in the area and the high level of poverty with families lacking vehicles.

Staff and students will follow current CDC guidelines regarding COVID safety, as well as school district guidelines. Hub coordinators will also partner with the Highlands School District administration to identify and invite students in the most need of assistance in order to supplement learning loss or gaps from Covid closures. Priority enrollment will be placed on those students struggling with technology, academic progress, family support in learning or in need of direct learning support.

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4. How will your program ensure children of all abilities are served, including English language learners and children with IEPs?

The Highlands Partnership Network will work with bilingual volunteers in the community or will utilize a translation service to support a non-English speaking student or family. Allegheny Family Network has supported families with students with IEPs since 2009 and has many educational programs and training to service those students, as well. Community Kids Hubs will have a teacher or learning aide with Special Education certification or prior experience or training in supporting students with learning challenges, mental health or behavioral health needs. The Hubs staff will also ask parents to provide a consent to share information regarding students with IEPs in order to be permitted to contact the student's teacher, share strategies and better support them in the academic tutoring and remediation portion of the program.

5. How will you prevent suspensions and expulsions of children from your Program and ensure enrolled children maintain Program access?

Highlands Partnership Network believes in the potential and opportunity in all children in our community. As members of the community who recognize generational disparity in institutional attention, efforts and support of students and families of color and income level, suspending or expelling students from the Program is an absolute last choice and would result only in protecting the physical, emotional or mental safety of other program students, staff or spaces. In past programming, students with severe behavioral health challenges were supported with staff trained in de-escalation, autism / ADHD and other mental health awareness, programming breaks to avoid overstimulation, parent meetings and communication, connecting parents with mental health / behavioral health service providers, changing the student's assigned Hub to accommodate better physical space and professional supports suited to their needs, and taking individual time with project directors to discuss better choices and core reasons for disturbance issues.

6. Describe the community(ies) in which you intend to locate your OST Program. Why did you select those community(ies)? How will you tailor your Program to respond to the unique needs of the community(ies) you are serving?

The communities in the Community Kids Hubs proposal are Harrison, Brackenridge, Tarentum and Fawn and are students in the Highlands School District. The communities are comprised of approximately 14.3% considered low income with eight housing development plans in a district that receives free breakfast and lunch for all students due to need. It is a community comprised of 89% white and 11% black and "other" with a substantial population of single mothers and elderly. Individual families include single mothers, single fathers, teen mothers, foster parents, children with IEPs and mental / medical and physical health needs, grandparents raising grandchildren and essential workers. Transportation options are not widely available for families who do not have access to personal vehicles. The Community Kids Hubs will be tailored to accommodate families with barriers such as transportation, childcare funds, access to cultural and creative opportunities, and housing and food security. The Community Kids Hubs will offer family supports in addition to the out of school time programming in order to address the unique

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needs and support families in overcoming or sustaining those needs. Additionally, children and families identifying as BIPOC or LGBTQIA+ will have an inclusive and welcoming program with opportunities to receive support and programming specific to those gaps in the community, such as staff with SOGIE training, affirming language and exposure to culturally competent programs, professionals and community members.

7. Describe why you think families will want to enroll their children in your Program.

Families will want to enroll in the Community Kids Hubs because of the success of the Community Learning Hubs last year. The families will receive peace of mind in knowing that their children have a safe, welcoming and supportive program to attend while they complete their workday or travel back to the Northern part of Allegheny County from work locations nearby and in neighboring counties. Families will be made aware of the background check process, educational / expertise levels of staff, relationship with the school district and other providers in the community and the Hubs locations. Families will also enroll in the program because it will be free and local for their students. Families do not have options for afterschool programming or childcare in the HPN community unless they have financial capacity or subsidy to pay for private daycares, are low-income or reside in targeted communities for early childhood interventions or have access to transportation to the childcare or flexibility in work scheduling. Even so, many families experience waitlist times for local daycares. According to the Find Childcare Allegheny County website, available programs are primarily listed in childcare facilities. The Community Kids Hubs will be an extension of the school day, with community involvement, geared towards school-aged children. This will appeal to families and students in the K-5 age ranges.

8. Describe how you will market the Program and how you will create or strength formal paths to equitable enrollment.

HPN will market the program through its website and social media channels, as well as the HPN members organizations, communication channels and social media channels. HPN will work directly with school district administration, social workers and guidance staff to receive referrals for students with the most need or families that could most benefit from the OST program. HPN will also share the program details and information with the local media outlets. HPN will invite families to a Zoom video session about the programming, location, and other details, at the beginning of recruitment. HPN will not turn any student or family away unless the Hubs are at capacity, at which time HPN will discuss with the Hub locations, the HPN membership and/or DHS the potential for expansion with additional staffing to support more students or additional space to launch additional Hubs locations.

9. Describe how you will staff your Program and the strategies you will use to recruit, hire and retain racially diverse staff, staff with relevant lived experience, and staff that reflect the population served.

HPN follows personnel hiring practices and policies representative of its member organizations and its fiduciary, AFN. HPN will require staff reflect the community it will be serving, including in racial diversity. HPN believes students feel more comfortable and motivated when they have the opportunity to interact with adults and professionals who look like them. Staff will receive

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the same training as employees of Allegheny Family Network, a peer-to-peer organization of parents who have raised children with mental health or behavioral health challenges, in order to equip them with information and insight into what the students in the Community Kids Hubs will need in regard to support and best outcomes. Staff with lived experience raising children with mental health or behavioral health challenges will be preferred because the school district serves a significant population of identified and not-yet-identified students who need adults with insight and perspective into their individual needs. HPN will hire staff who reside in the community, may have had experience working in the school district previously or have strong connections to community-based organizations. Recruitment efforts will be targeted in the Highlands Black Alumni Association, black and brown communities and organizations in the district, recent high school graduates, retired teachers or professionals from the community and in faith-based organizations and nonprofits that provide career readiness or training.

10. How will any identified challenges be addressed, including low program enrollment or attendance, transportation challenges, or other issues impacting program access?

Identified challenges including transportation challenges will be addressed by providing transportation in the programming if needed. Low attendance or enrollment will be addressed with an attendance policy or requirement, and discussion with the parent if the student is not attending regularly to identify the barriers they may have in the home or family. If the barrier can be addressed with a resource or service from an HPN member organization or Allegheny Family Network, then the parent / caregiver will be provided with that resource or service. The Community Kids Hubs will operate with expectations of excellence in programming, inclusive language and a spirit of affirmation in the success of student outcomes and satisfaction with the programming. If issues occur regarding staffing performance, the Project Director will address the concerns, communicate with staff, provide additional training or supports or replace staff, if necessary and if they are not contributing to the culturally competent and positive learning environment or programming. If issues occur with staff attendance, as HPN experienced with the remote-learning community hubs due to isolation or quarantine requirements of Covid-positive or exposed staff, the Project Director will assist as Site Manager and activate a substitute Program Aide if necessary, to ensure students all receive the necessary supports and programs remain safe.

Quality and KPIs (10 points possible)

11. If you are a certified child care OST program, provide your STAR level designation and describe your progress towards raising or maintaining this level. If you are an uncertified program, please provide a description of how your program efforts will align as an APOST Quality Campaign member or other nationally recognized quality improvement tool.

HPN aligns program efforts to the APOST Quality Campaign set of values by collaborating and partnering with the youth, parents, schools, organizations and government to create programming and eliminate barriers to access and participation for long-term results; providing a safe, affirming, motivating and encouraging environment in the youth's community to assist in them building competency and character, as well as opportunity to learn how to contribute to the community; developing OST programming that is inclusive and proud to be diverse, welcoming

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and bold in its efforts to promote equity, understanding and addressing institutional racism or community segregation pockets; will use family surveys, youth input, school and community feedback and insight to collect data and improve programming and opportunities based on outcomes, and will respect the youth voice by listening, understanding, discussing opportunity with them and providing opportunities for adults to model how to effectively and positively advocate for themselves in their community and in systems.

12. Outline the KPIs you would like to use to measure the success of your Program.

The KPIs used to measure the success of the Community Kids Hubs will be attendance in programming activities, improved attendance at school, improvements in academic grade reports of Hubs students, and family surveys on goals accomplished during the Hubs program involvement. HPN will collect this data from shared consent with the program students' parents and the school district for quarterly report cards; by setting student goals at the beginning of participation, halfway in to the school year and at the completion of the school year; with surveys for parents at Hubs enrollment dates and at exit/completion; and with daily attendance reports for the Hubs and the school.

Financial Management, Budget and Timeline (15 points possible)

13. Using the budget template available on our website, provide a detailed one-year, line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Program. The budget template file attachment will not count toward page limits.

- Please provide the number of children you plan to serve both during the summer and during the school year.
- Please include any other funding sources that would contribute to the Program, including fees to families.

14. In the space below, provide a budget narrative that clearly explains and justifies all line items in your proposed line-item budget. Please also describe plans to sustain new Program slots beyond year one.

Included in the budget proposal are operating and programming costs for three Community Kids Hubs servicing a total of 45 students. The budget includes one Project Director for 40 weeks in order to plan, train, prepare and close out programming; three Site Managers for 180 days of the program with 10 days for planning and training; and four Program Aides for 180 days of the program with 10 days of training and planning. Four aides were included in case of staffing shortages or increased need or student support in any Hub. In materials and supplies, included are food, activity and school supplies as well as technical support supplies for the OST program location classrooms, student instructional supports as needed, including printers for each site in case students forget homework sheets or need access to printers for projects. Facilities and operational costs are included at a rate of \$10,000 for programming, cultural experiences and field trips for students that will be shared amongst the three Hubs. The Project Director will pursue community and partner support to maximize programming and student experiences while keeping cost low. HPN will partner with already existing community locations to contract rental space at \$500 per month, and at \$9,000 with the local school busing company to provide transportation services. AFN will provide fiduciary services and manage financial input and

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obligations at an indirect cost of 10% of the award. It is important to HPN to support MWDBE, VOSB, and other local businesses to operate the OST sites and support the local economy.

16. Provide your timeline of how funding will be implemented and when new Program slots will begin.

HPN will begin the search for a Program Director following the reward announcement in April if it is selected. Once the Project Director is hired, passing background checks and clearances and mandatory trainings, that director will be able to begin recruitment for site managers and learning aides. HPN will finalize site agreements with the Community Kids Hubs locations. A family event will be held to market and register / enroll students in July 2022. Parents will receive enrollment and program information and confirmation for their assigned spots by the beginning of August. The recruitment and enrollment will continue through the summer until at capacity and all staff positions are filled. Program slots will begin in August with a school year kick off event for families and continue weekly throughout the remainder of the 2022-2023 SY.

DCI OST Capacity Building RFP Budget Proposal Template

Organization Name	Highlands Partnership Network
Contact Name (Full)	Misty Woody
Business Address	1600 Pacific Avenue, Suite 10 Natrona Heights PA 15065
Business Phone	412-274-0783
Business Email	mwoody@alleghenyfamilynetwork.org

Item Category		
I. Personnel	Cost	Notes
Project Director	36,000	One PD at \$30 per hour up to 30 hours/week for 40 weeks
Site Managers	57,000	Three SM at \$25/hr for 4 hrs/day for 190 days (1 SM for each site)
Program Aides	60,800	Four PA at \$20 per hr / 4 days per week for 190 days (1 SM for each site and 1 substitute)
Total Personnel Costs	\$153,800.00	
II. Materials and Supplies	Cost	Notes
Food / Drinks	20,250	Afterschool snacks and drinks for 45 students for 180 days
Activity and School Supplemental supplies	15,000	Craft supplies, activity supplies, school supplies, paper for 3 sites
Technical Supplies	6,000	Improved wi-fi access, student technology, printers as needed for 3 sites and PD laptop equipment
Total Material Costs	\$41,250.00	
III. Facilities and Operations	Cost	Notes
Programming & Experiences	10000	Costs for programs, presentations, field trip experiences for 3 sites
Total Facilities Costs	\$10,000.00	
IV. Contracts and Services	Cost	Notes
Occupancy/Rental space	13500	\$500 per month rental fee for 3 sites for 9 months
Transportation	9000	\$1000/month for students from site to home from 3 sites for 180 days
Indirect cost	22,755	Indirect cost to fiduciary for accounting and contract financial management services to AFN
Total Services Costs	\$45,255.00	
Total Proposed Budget	\$250,305.00	