



Allegheny County Department of Human Services

RFP Response Form

RFP for Out-of-School Time Programs

PROPOSER INFORMATION

Proposer Name: Heritage Community Initiatives

Authorized Representative Name & Title: Paula G. McWilliams, President & CEO

Address: 820 Braddock Avenue, Braddock, Pennsylvania 15104

Telephone: [REDACTED]

Email: pmcwilliams@heritageserves.org

Website: www.heritageserves.org

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

Date Incorporated: 1983

Partners included in this Proposal: [Click here to enter text.](#)

How did you hear about this RFP? *Please be specific.* ECE Recap Email

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

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Paula G. McWilliams	[REDACTED]	pmcwilliams@heritageserves.org
Contract Processing Contact	Laura Kelley	[REDACTED]	lkelly@heritageserves.org
Chief Information Officer	Click here to enter text.	Enter number.	Click here to enter text.
Chief Financial Officer	Click here to enter text.	Enter number.	Click here to enter text.
MPER Contact*	Michele Blazina	[REDACTED]	mblazina@heritageserves.org

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

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BOARD INFORMATION

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

William Barron, Barron Commercial Real Estate - Chair

Paul Brahim, Wealth Enhancement Group

Stephanie Durrett, SD Transit

Mary Jo Guercio, CCAC

David Gumpher, Gumpher Inc.

Dr. Stanley Herman, Consultant

David Massaro, Massaro Properties, LLC

Maria McCool – Secretary

Dr. Mark Rubino, Allegheny Health Network

Richard Butler, PNC Bank

Lelcelia Williams, University of Pittsburgh

Board Chairperson Name & Title: William Barron, Chair

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: [REDACTED]

REFERENCES

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

Mandee Williams, Braddock Carnegie Library, mandee@thebcla.org

Gisele Fetterman, For Good PGH, gisele@forgoodpgh.org

Dawn Golden, Woodland Hills School District, goldda@whsd.net

PROPOSAL INFORMATION

Date Submitted 3/2/2022

Amount Requested: \$338,352

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.

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

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 125 points. Your response to the following section should not exceed **7** 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 Programming or programming that works with youth and families.

For twenty-five years, Heritage's Education programs at the Heritage 4 Kids Early Learning Center and HOST (Heritage Out of School Time) have provided accredited, academically-based early learning and out-of-school time programming for more than 250 at risk children each year. Heritage Education programs are licensed by the Department of Human Services (DHS) and rated STAR 4, the highest rating available, by Pennsylvania Keystone STARS. Each program is a member of, or accredited by, the National Association for the Education of Young Children (NAEYC) and the Pennsylvania Child Care Association (PACCA).

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

Heritage Community Initiatives is honored to celebrate our fourth decade of serving families in forty communities within Eastern Allegheny County through our Transportation, Education and Nutrition programs.

Over 22 years, Heritage Community Transportation has provided more than 1.5 million rides throughout sixteen high-need communities on our convenient and reliable fixed routes. 89% of riders do not have access to a vehicle and 72% have an annual household income of less than \$20,000.

Heritage Education programs provided unparalleled access to early learning and out of school time education for students living in our service area. Headquartered in Braddock and North Braddock, our programs attract families from 24 neighboring communities. Among our families, 92% of students identify as a minority and 77% of families make less than 200% of the Federal Poverty Line.

Similarly, 100% of the meals Heritage Nutrition Services prepares – over 100,000 meals per year - are served to children and seniors that reside in area-qualified census tracts, school districts, income-qualified housing facilities and income-qualified programs.

Program Design (40 points possible)

3. Provide an overall description of your proposed OST Programming:

- Describe how you will provide youth with a physically and emotionally safe space to spend time and how you will ensure that they and their parents/caregivers feel safe. Provide a brief description of current or proposed safety policies and procedures. Describe the physical location you intend to use.
- Describe how you will provide opportunities for youth to engage in enriching activities and how the activities align with the Programmatic Content expectations outlined in Section to of the RFP. Provide an example of a week's schedule of activities.

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- Describe how you will provide participants with opportunities to make positive connections with peers, adults and their community. Provide a brief description of your organization's code of conduct for staff, staff training expectations, and policies and procedures.
- Describe the community(ies) in which you intend to locate your OST Programming. Why did you select those community(ies)? How will you tailor your Programming to respond to the unique needs of the community(ies) you are serving?

If awarded, Allegheny County Department of Human Services funds would provide funding for new students to enroll at the existing HOST (Heritage Out of School Time) program for the School Year and Summer Session. The HOST program is located at 531 Jones Avenue, North Braddock, Pennsylvania 15104 and operated out of former public school classrooms complete with a main office, gymnasium, teacher's lounge, outdoor gross motor space, and a recently renovated kitchen. The HOST program is certified by the PA Department of Human Services and follows DHS regulations that are designed for the physical safety of our students, their families, and our staff. Regulations that help ensure the physical safety of our students include the collection and review of essential emergency contact and health information, routine facility safety checks, bi-annual professional development opportunities relating to first aid and fire safety, regular emergency drill practices, and a number of others. Our program also utilizes a video security system, staff managed facility admittance procedure, and multi-way check-in/check-out procedure.

Emotional safety is just as important as the physical space we provide for our families. We provide a welcoming space for our students that includes areas where they can choose to participate in the classroom. Each classroom is designed to have a quiet space where students can retreat when needed. Another way we support the emotional safety of our students is by the intentional practices of our staff. Our staff are trained and versed in providing the emotional support needed for students and our staff are able to utilize the expertise of our Behavioral Specialist and Administrative Team. HOST is committed to an "open door policy" where parents have the opportunity to observe the day to day and meet with our team members whenever necessary.

Our classrooms provide student driven weekly lesson plans that include a themed activity, literacy activity, as well as a gross motor activity. All activities are hands-on and based on student need and student interest. In order to ensure academics are highlighted, our program staff provide homework support on a daily basis. Educators also based themes around current events and interest topics. Our focus is to be responsive to what our students need and what they are interested in.

Internal and external collaborations at HOST are something that we strive for throughout the year. HOST seeks to provide opportunities for key influencers and community partners to visit our program and do demonstrations or simply have conversations with our students. Every community member or volunteer is carefully reviewed to ensure the best possible connection and impact for our families.

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Staff members are required to fully participate in positive interactions with students, families, and community members. Supervisors routinely observe, counsel, and evaluate staff conduct and performance. All staff are expected to follow our employee handbook of policies which is reviewed annually. On boarding of staff ensures that they receive adequate initial instruction and training that is geared towards our specific program. All educators are also required to meet or exceed a 12hr minimum of training hours that benefit our program and its families.

Sample Summer Schedule *(School-Year adjusted times)*

7:30-8:10 AM	Arrival & Free Play Time / Centers
8:10-8:20 AM	Bathroom/ Wash Hands/ Transition to Breakfast
8:20-9:00 AM	Breakfast Time (Assembly Line)
9:00-10:30 AM	Themed Activity Time #1
10:30-11:15	Active Time #1 Gym/Back Yard/Park
11:15-12:00	LIT/STEM Activity Time Garden/Library/ Literacy
12:00-12:10 PM	Wash Hands/ Bathroom / Transition to Lunch
12:10-12:40	Lunch Time (Assembly Line)
12:40-1:30	Free Play Time / Centers
1:30-2:30	Themed Activity Time # 2
2:30-2:40	Bathroom/Wash Hands
2:40-3:10	Active Time # 2 Gym/Back Yard/Park
3:10-3:20	Bathroom/ Wash Hands/ Transition to Snack
3:20-4:00	Snack Time (Delivered to Classroom)
4:00-4:30	Mindfulness Activity Art Expression/Team Building Activity/ Classroom Yoga
4:30-5:30	Free Play Time / Centers & Departure

Summer Activity Rotations

	Mon	Tues	Wed	Thurs	Fri
Active	Gym	Yard/Park	Gym	Yard/Park	Gym
LIT/STEM	Garden	Literacy Activity	Garden	Librarian Visit	Literacy Activity
Active	Yard/Park	Gym	Yard/Park	Gym	Yard/Park
Mindfulness	Art Expression	Team Building	Classroom Yoga	Art Expression	Team Building

Youth and Parent Experience (10 points)

4. Why do you think youth will want to participate in your OST Programming? Provide specific methods you will use to ensure that they remain engaged and interested in your Programming.

Youth from K-8th grade have continuously enrolled at HOST year after year and remain engaged and interested in programming. Daily lesson plans with flexibility – combined with external experiential learning with a youth-guided focus ensure HOST students are number one customer! Students routinely refer friends and family and Heritage education programs have a continuous waitlist. DHS funding will help to move families from the waitlist who do not qualify for traditional forms of childcare subsidies into classrooms quickly.

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5. Describe your approach to communicating with parents/caregivers. Provide specific methods you will use to ensure that parents/caregivers feel comfortable with your OST Programming and confident that their child is safe and well cared for.

Heritage encourages all families to bring any concerns to their child's teacher or program director at any time through our "Open Door Policy". Additionally HOST uses daily face to face interactions, parent/teacher conferences bi-annually, accepts requests to schedule meetings at any time, hand delivers memos and flyers, distributes classroom newsletters, or uses phone/email if preferred. Each parent guardian has a dedicated mailbox, signage is posted clearly in drop-off and pick-up areas, hallway has classroom boards with additional information as well as a year-round meet our educator display. Heritage social media and Alert Now systems are also used.

Operations (20 points)

6. Describe how you will market your Programming and open referral pathways. Provide a description of how you will build and sustain relationships with schools.

Marketing for the HOST program will take place year-round, with a specific focus in the months of July-September and March – June for the school year and summer session, respectively. Every Door Direct Mailers are sent to families in surrounding neighborhoods, as well as distributed to agencies serving similar populations. Heritage uses e-communications and social media (including some paid ads) to target families who may benefit.

Heritage education programs not only partner with our home district, but also establish connections with area charter and private schools. Transportation for school-year programming is provided through the district. Historically, HOST has provided before and after school care for our districts' homeless student population who traditionally would have to spend 2+ hours on the bus to and from school – or wait at the transportation offices. Funding through this RFP would be used to provide care for students who don't qualify for traditional forms of subsidized childcare.

7. Describe how you will staff your Programming 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.

As is true all across the nation, Heritage Education programs are experiencing similar difficulty in hiring new staff. Heritage has implemented sign-on bonuses, hazard pay, and yearly raises to attract and retain professionals. Recognizing some applicants are looking for full-time, permanent work – Heritage Education programs have created "Master Educator" positions that allow our professionals to work 40+ hour weeks with benefits.

Heritage is committed to recruiting, hiring and retaining a racially diverse staff, staff with lived experience and staff that reflect the population served. Our most recent family survey showed that 40% of Heritage Education Program families listed "quality caregivers and teachers" and

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“diversity of caregivers and teachers” in the top 5 reasons why they chose Heritage for child care or out of school time.

8. Provide the hours and days you expect your OST program to operate during the school year and summer.

HOST operates Monday through Friday

School Year

7:30-8:30am and 3:00-5:30pm on school days

7:30-5:30 pm during school district closures including in-service, some holidays, and weather delays.

Summer Session

7:30am-5:30pm

9. Describe your plan for storing and providing healthy snacks and meals during the school year and summer.

Our team of seasoned professionals at Heritage Nutrition Services, working from our state-of-the-art kitchen, focus on designing, preparing, and delivering nutritious meals from 60% scratch ingredients to our students. Our rigorous compliance and quality standards adhere to the guidelines set forth by the United States Department of Agriculture, Pennsylvania Department of Education, and the Child and Adult Care Food Program (CACFP).

Implementation Challenges (20 points possible)

10. If your Program experiences low attendance, how will you engage more youth?

Heritage will engage more youth by tapping our long-standing community resources for referrals, including our current families of which upwards of 40% stay with us from preschool to school aged programming. Additionally, Heritage will continue to bolster our program with exciting opportunities for students to engage in hands on experiential learning through partnerships with local leaders in education and enrichment.

11. If a youth in your Program experiences behavioral or mental health issues, what will you do?

Heritage has worked diligently with UPMC Western Psychiatric Hospital to build a consultation and support services model to positively serve our children and their families. Consultant Mobile Therapists (master’s level) provide child mental-health consultation with teachers and families, classroom observations to support mental health needs, meetings to discuss services and address areas for improvement, trauma and mental health information and resources, as well as training in tops of early childhood mental health for staff and parents. In addition to bringing in consultant mobile therapists, Heritage has invested in the acquisition of a full-time, dedicated Behavioral Support Specialist on site at 4 Kids and HOST 40 hours per week. We believe the combination of these two services will result in decreased behaviors among students and overall benefits to long-term mental health.

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12. If the results of the bi-annual parent survey indicate that parents are not satisfied with the experience of their children in your Program, what will you do?

In addition to bi-annual parent surveys, Heritage encourages all families to bring any concerns to their child's teacher or program director at any time. HOST strives to individualize the educational experience for all children and all classroom lessons are modified to meet the interests and abilities of students. HOST Clubs are also designed with student interests in mind and are flexible to include a wide range of activities and pursuits.

13. If a parent of a child in your Program expresses a transportation issue, what will you do?

In addition to working with the school district to ensure transportation is provided for all eligible families throughout the school-year, Heritage is uniquely positioned to support our families and others throughout the region through our fixed route public transit service. Heritage Community Transportation has more than seventy-five stops throughout sixteen communities, including where our education programs are located. Heritage Community Transportation II has also provided short-term transportation solutions for in the healthcare, nutrition, and education sectors.

Financial Management and Budget (20 points)

14. 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 Programming. Please include any other funding sources that would contribute to OST Programming, including fees to families. The budget template file attachment will not count toward page limits. Please note:

- Indicate the number of children you expect to serve, with DHS funding, during the school year at a \$27 rate and during the summer at a \$40 rate. Please also share the total number of children you expect to attend afterschool and during the summer (include other seats that will be paid for through other funding streams).
- If you intend to administer programming at multiple sites, please provide the number of youth you plan to serve by site both during the summer and during the school year.
- Include any other funding sources that would contribute to OST Programming, including fees to families.

15. In the space below, provide a budget narrative that clearly explains and justifies all line items in your proposed line-item budget.

Based on HOST FY22 Board approved final budget 72% of costs are Personnel, 18% are Operations and 10% is Administrative.

16. Describe the funding model of your proposed OST Program (i.e., do you have a mixed model of private pay, subsidy and free spots, only free spots?).

Heritage uses a mixed model of private pay, subsidy, and 'free' or scholarship spots at our HOST program.

Please populate only the green cells. If you are proposing to have locations at multiple sites, please complete a tab for each site. If you are proposing to provide over 3 sites, please copy and paste onto new tabs.

	total # of children requesting funding for**	rate	days	total
Afterschool	38	\$27	192	\$ 196,992.00
Summer	57	\$40	62	\$ 141,360.00
				\$ 338,352.00

**DHS funding if for free programming, so children funded through private pay and subsidy should not be included in this request
 **Funding can be requested for a subset of total number of children served

Afterschool	Expense
Personnel	\$ 141,834.00
Operations (supplies, rent)	\$ 35,459.00
Other	\$ -
Indirects - 10% Administrative	\$ 19,699.00
*Total	\$ 196,992.00

Total funding request based on seats \$ 196,992.00
 *Total should total funding request based on seats

Summer	Expense
Personnel	\$ 101,779.00
Operations (supplies, rent)	\$ 25,445.00
Other	\$ -
Indirects - 105% Administrative	\$ 14,136.00
*Total	\$ 141,360.00

Total funding request based on seats \$ 141,360.00
 *Total should total funding request based on seats