



Allegheny County Department of Human Services

# RFP Response Form

## RFP for Out-of-School Time Programs

### PROPOSER INFORMATION

Proposer Name: South Hills Interfaith Movement

Authorized Representative Name & Title: James Guffey, Executive Director

Address: 5301 Park Ave, Bethel Park, PA 15102

Telephone: 412-854-9120

Email: [jguffey@shimcares.org](mailto:jguffey@shimcares.org)

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

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

Date Incorporated: 1968

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

How did you hear about this RFP? *Please be specific.* DHS Announcement

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	James Guffey	412-854-9120 x 101	<a href="mailto:jguffey@shimcares.org">jguffey@shimcares.org</a>
Contract Processing Contact	Linda Lewis	412-854-9120 x102	<a href="mailto:llewis@shimcares.org">llewis@shimcares.org</a>
Chief Information Officer	Linda Lewis	412-854-9120 x102	<a href="mailto:llewis@shimcares.org">llewis@shimcares.org</a>
Chief Financial Officer	Linda Lewis	412-854-9120 x102	<a href="mailto:llewis@shimcares.org">llewis@shimcares.org</a>
MPER Contact*	Linda Lewis	412-854-9120 x102	<a href="mailto:llewis@shimcares.org">llewis@shimcares.org</a>

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

## **RFP for Out-of-School Time Programs**

### **BOARD INFORMATION**

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

Board Chairperson Name & Title: Timothy Millett, Deputy General Counsel Employment, PNC Bank

Board Chairperson Address: [REDACTED]

Board Chairperson Telephone: [REDACTED]

Board Chairperson Email: timothy.millett@pnc.com

### **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.*

Paula Kelly, Whitehall Public Library, [REDACTED]

Randal Lutz, Superintendent of Baldwin Whitehall School District, rlutz@bwschools.net, 412-884-6300  
ext. 7240

Lo Zemanek, Youth Program Manger, Venture Outdoors  
Kelly Sarks, Youth Education/Training Coordinator, Venture Outdoors

### **PROPOSAL INFORMATION**

Date Submitted 3/2/2022

Amount Requested: \$387,400

### **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

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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).

## **RFP for Out-of-School Time Programs**

### ***Organizational Experience (15 points possible)***

1. Describe your organizational experience providing OST Programming or programming that works with youth and families.

South Hills Interfaith Movement (SHIM) has been a vital resource for refugee and immigrant children and families for almost 25 years. Currently, SHIM serves more than 200 children across all youth programs. Many children are enrolled at a young age and stay engaged through their high school graduation.

SHIM works predominately with children from low-to-moderate income families. Most of their families utilize one of the SHIM Food Pantries, requiring an income of 150 percent or more below the federal poverty level. In response to the identified needs of this specific population, SHIM's youth programs were launched for refugee and immigrant students ages 3 through 18 as a critical link to students' education and future economic stability for families. SHIM's Early Childhood Program (ECP) prepares young children for kindergarten, fostering the social, emotional, physical, cognitive, and creative development of 30 children each year. SHIM's After School program supports 75 elementary-aged children with homework help, academic enrichment, and healthy socialization. Youth Mentoring provides homework help, enriching activities, and group mentoring to 120 teens, enabling students to navigate academic challenges and providing guidance to students as they apply for college and plan for their futures. In addition, SHIM provides an eight-week summer camp to children in the South Hills, helping to prevent learning losses during their out of school time.

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

As a comprehensive human services organization for more than fifty years, South Hills Interfaith Movement (SHIM) provides critical supportive services to families living in the South Hills community of Pittsburgh. SHIM's mission is to mobilize community resources and implement sustainable programs that compassionately help neighbors meet basic needs, achieve self-sufficiency and build community. SHIM envisions a community where everyone has the opportunity to thrive. Thanks to strong partnerships with Allegheny County Department of Human Services, the United Way of Southwestern Pennsylvania, and local congregations, SHIM is a hub for families facing crisis. By providing essential services in an accessible way to a diverse population, SHIM is vital to the social service safety net in the region.

For the last eleven years, SHIM has served children and youth in the South Hills—primarily refugee and immigrant students in the Baldwin Whitehall school district—through an out-of-school time program called After School. The program was originally managed by a Program Director overseeing 3 to 4 volunteers and helping 10 students weekly, the program has grown to encompass two part-time staff members and 10 seasonal teachers assisting 75 students daily. To provide students with a safe and enriching environment during the summer, SHIM established a summer camp program in the late 1990s

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in partnership with Whitehall Borough. Eventually SHIM took full control of the program, which continues to serve 120 students each summer through educational and fun activities for which they would otherwise lack access. Thanks to the continuous support of Allegheny County Department of Human Services, thousands of children have been served through these vital 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.
- 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?

SHIM's After School program provides homework help, enriching experiences, physical activities, and healthy social interactions that nurture children in grades 1-5. The program takes place in Whitehall Presbyterian Church, a longtime partner of SHIM. The church is located in the heart of the community that SHIM serves near SHIM's South Hills Family Center, making it an easy location for families to recognize and access. The church provides a large number of classrooms that allow children to be grouped by age and to keep group sizes small enough for teachers to manage. During the pandemic, health and safety regulations were strictly followed, allowing After School to stay open with in-person programming for much of the last year. SHIM's close relationships with local families allows parents to feel comfortable entrusting After School with the care of their children. SHIM's After School program is so highly demanded that there is a waiting list, and students feel as if they have won a prize when they are admitted to the program. SHIM's Summer Camp is an extension of this enriching out-of-school time programming, serving children up to eighth grade with outdoor activities that emphasize physical and emotional health.

As a trusted nonprofit human services organization, SHIM is proud of the many partnerships that bolster its programs. After School and Summer Camp partners with agencies such as Whitehall Public Library, who provides programs such as the Learn Bus, Girls Who Code, and Children's Choice Book Program, among others, enhance enrichment opportunities. After School and Summer Camp also partner with Venture Outdoors to encourage physical activities and enjoyment of the outdoors, and WQED to enhance learning. SHIM is aware of the inability of the families we serve to provide extracurricular activities to their children and works to enhance their out of school time with cultural, educational, and physical activities. SHIM also provides a healthy snack to After School participants, as most students' families utilize SHIM's food pantries and may struggle to provide nutritious snacks. A typical day at After School includes arrival by 3:45pm, snack until 4pm, and homework help from 4 to 5pm. Between

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5 and 5:30pm students participate in enrichment lessons based on the week's theme. From 5:40 to 6pm they rotate through different Centers, including gym, art, music, and games. Students are dismissed between 6 and 6:30. Students at summer camp cycle between physical activities, arts and crafts, and special activities presented by partners. They end their camp day with a communal healthy lunch. Campers also participate in field trips to museums, parks, and the pool.

SHIM staff members are an integral part of the organization's success. Staff members are trained in mental health first aid, trauma-informed care, mentorship best practices and more to ensure compassionate and informed relationship building with clients. SHIM also works to hire bilingual community members as seasonal staff, helping to communicate with students better and providing culturally rich and inclusive programming. Each year families are invited to an open house where students read essays about their culture. Often SHIM's diverse After School teachers plan enriching activities that reflect their cultures, and summer campers participate in an annual talent show which includes cultural dances, music, and songs. With minimal staff turnover and consistent leadership, After School staff members provide meaningful care to students now and into the future. SHIM's two part-time After School directors—one of whom is also the director of Summer Camp—have been with the organization for a cumulative of 18 years, and SHIM's current seasonal teachers speak six different languages and come from a variety of backgrounds, representing the communities in which the children reside. With students and teachers from Albania, Bhutan, Burma, Iraq, Turkey, Morocco, Algeria, Burundi, Congo and Rwanda, SHIM is representative of the diversity in the South Hills neighborhoods being served. Encouraging this celebration of diversity is part of SHIM's mission, working to build a community in which everyone can thrive. To ensure the safety of the students, SHIM employees follow a code of conduct that specifies fair treatment of all, reporting mandates, confidentiality policies, and behavioral expectations. Training is extensive and professional development is encouraged, leading to longevity and increased satisfaction of employees. Policies and procedures are provided upon hire.

SHIM's After School program and Summer Camp are located in Whitehall and serve students from the Baldwin Whitehall School District. Twenty-three percent of elementary aged students in this district speak Nepali at home, illustrating the widespread presence of non-English speaking households. With 40% of Pittsburgh's refugees settled in the South Hills, SHIM is experienced in serving this multicultural community with effective programs. Since the After School program was developed almost twelve years ago to specifically serve children from refugee and immigrant households, SHIM has solicited feedback from students, parents, teachers, and school administrators to adapt programming to best meet the needs of students. Additionally, SHIM's comprehensive programs serve a wider community, building trust and laying a foundation of support to families in this service area. By offering interpretation when needed and acting as liaisons between families and school employees, SHIM bridges the gap in communication that can occur with non-English households. Many families are introduced to SHIM through the food pantry and decide to become more involved, either through nurturing parenting classes, family activities, support groups, direct assistance, or Immigrant Services and Connections (ISAC). Families' trust in SHIM motivates them to choose SHIM programs over other local offerings, as they feel confident that SHIM offers a safe space for multicultural families. By serving entire families, SHIM is building a diverse community where children and their parents can thrive.

### ***Youth and Parent Experience (10 points)***

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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.

SHIM's success over the last decade has proven that the demand for the After School program remains high. With an average of 25 children on the waiting list each year, families rejoice when their students are selected for the program. SHIM's close relationships with families through South Hills Family Center programming allows staff to identify which children are aging into the After School program. SHIM also works closely with the Baldwin Whitehall School District to identify students who would benefit from attending. This close collaboration allows SHIM to build enrollment comprehensively, considering family situations, siblings, and school performance. Staff members work with families to fill out necessary paperwork, hiring interpreters when needed and offering paperwork translated into several languages, to ensure children can begin at the start of the new school year. SHIM then communicates to families as summer approaches, to complete the same process for Summer Camp enrollment. Program participants are enthusiastic and satisfied by programming, leading to many referrals and long-term participation. SHIM works to meet the growing need of the community by including as many children as physically possible given spacing and staffing limitations.

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.

SHIM communicates with parents through phone calls, email, and in-person interactions at other family programming. Experienced in navigating digital literacy and language barriers, SHIM staff members meet families where appropriate to share knowledge. Whether this means making phone calls with an interpreter or visiting families at their homes to help caregivers fill out enrollment forms, SHIM works with families through the enrollment process. Additionally, SHIM communicates with parents about the hours of the program, activities being offered, and requires permission slips for any field trips. SHIM prides itself on its ability to build strong relationships with families, often acting as a liaison between parents and teachers to serve best serve students.

### ***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.

SHIM has a close relationship with the Baldwin Whitehall School District and communicates frequently with teachers and administrators about students who would benefit from SHIM programs. This coupled with community recognition of these vital programs leads to many referrals.

SHIM After School staff members subscribe to the District's communication channels and regularly share information among staff and volunteers to keep them aware of schedule changes, important announcements, and upcoming events. Staff members also contact teachers individually when a student is struggling with assignments, in order to holistically help each student achieve their best. Additionally, SHIM's Executive Director has a close relationship with the Baldwin Whitehall School District Superintendent, and the two work together to best meet the needs of families living within the district.

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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.

SHIM's After School program is currently staffed with two part time directors, one of whom has been with the program for 11 of its 12 years. SHIM leadership is committed to hiring racially diverse staff, especially those from within the immigrant and refugee communities being served. By hiring bilingual teachers with similar backgrounds to students, SHIM nurtures a strong respect for multicultural traditions, and includes celebrations from a variety of cultures in programming. SHIM prides itself in its ability to build bridges between multiple cultures that coexist in the South Hills. With a long history of hiring diverse staff members, students relate easily to the dedicated teachers. Many seasonal teachers are parents of children who have been through the program or are currently enrolled, which creates a trusting familial feel to the adult supervision being provided.

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

After School runs Mondays-Thursdays 3:30- 6:30pm during the Baldwin Whitehall School District school year. As the kids are bussed directly from schools, SHIM follows the district's closures and pandemic quarantining requirements to ensure health and safety. SHIM experimented with extending hours to Fridays, but low attendance led the organization to return to a 4 day per week model for the last six years. Summer Camp runs for eight weeks each summer Monday-Friday from 9am-1pm. Based on community input, SHIM has determined that extending After School or Summer Camp hours will not increase attendance. While this differs from the requirements listed in this application, SHIM leadership has made DHS staff members aware of the reasoning behind these decisions and were assured that DHS understands these limitations. SHIM consistently evaluates and adapts programming as needed to ensure that students are served in the best ways possible.

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

During the school year SHIM purchases healthy snacks. After School has access to a full kitchen and can store and prepare healthy snacks for students. During the summer, SHIM is a Summer Food Service Program (SFSP) site sponsored by Baldwin Community United Methodist Church. This state funded program allows SHIM to provide free lunches to students at no cost. SHIM purchases healthy snacks for summer camp attendees and pizza for lunch once per week. SHIM does not provide breakfast at summer camp as the camp day begins after most students have eaten breakfast. As a committed partner of DHS over many years, SHIM has worked together with DHS staff to assess the needs of the community being served and provide appropriate programs. Thanks to this communication, SHIM is confident that the number and types of meals being provided to children enrolled at summer camp is appropriate.

### ***Implementation Challenges (20 points possible)***

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

SHIM doesn't foresee low attendance, as the After School program regularly runs a waiting list of 25 children. However, should attendance drop below capacity, SHIM would use its relationships with families through other programs- food pantries, nurturing parenting classes, support groups, and family activities- to engage new parents and enroll their children. SHIM also works closely with the Baldwin



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Whitehall School District and would be open to recommendations from teachers at the elementary schools.

Summer Camp attendance can fluctuate more, as SHIM's program operates outdoors and can't operate in bad weather. SHIM incentivizes good attendance through enriching activities, such as field trips. Students attend more daily sessions when it results in permission to attend exciting trips, such as to the science museum or to the swimming pool.

11. If a youth in your Program experiences behavioral or mental health issues, what will you do? After School staff partner closely with families, the Baldwin Whitehall School District, and SHIM's South Hills Family Center to support students when there are behavioral and mental health issues. All parties work in collaboration to ensure that services are provided if needed. With holistic programs that address family dynamics and basic needs resources, SHIM can provide wrap-around care to students and their families. SHIM refers students to outside agencies when appropriate, helping to connect families to unfamiliar providers and empowering students to address any issues.

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?

SHIM is proud to have great relationships between parents and After School staff and would welcome dialogue. Sensitive to digital literacy and language barriers, SHIM would address concerns either in individual conversations, with an interpreter if necessary, or in a group setting if multiple parents express similar concerns. SHIM is adept at adjusting programming to best meet the needs of the children and families it serves and feels confident that any issues would be resolved satisfactorily.

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

SHIM currently serves many children with transportation issues, which has resulted in a partnership with the Baldwin Whitehall School District to bus kids directly from school to the After School program. SHIM also provides transportation home for children whose families are unable to pick them up from the program. SHIM's summer camp is located within the neighborhood of the children being served, and most kids walk or are transported by their parents. SHIM works hard to address transportation issues in the community it serves and would adapt to provide transportation if necessary. SHIM provides transportation for all Summer Camp field trips.

### ***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.

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- 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.

SHIM anticipates attendance to remain steady at 75 children enrolled at After School and at least 70 children enrolled at Summer Camp. After School requires two part time directors and 12 teachers. SHIM aims to increase staffing capacity while raising wages to maintain consistency in programs. Adhering to local policies requiring paid time off has increased SHIM's personnel costs over the past year. While SHIM utilizes volunteers to supplement shortages in staff, SHIM hopes to hire more teachers to provide more individualized attention to students. Summer Camp requires one part time director and 10 counselors.

SHIM pays rent at the Whitehall Presbyterian Church, and covers snow removal when needed. SHIM recently found out that the Whitehall Presbyterian Church will be sold in the next couple of months, creating unpredictability in the coming year's rental costs. For this reason, SHIM has increased the expected cost of rent and transportation for the coming year. Phone and internet capabilities are a necessity for program staff, as well as for students involved in any online homework assignments. SHIM provides snacks every day and purchase materials to offer enriching hands-on activities, such as STEAM lessons. SHIM provides a work computer for the part time directors and pays for transportation. Copier costs and technology needs are included under Equipment Purchase/Rental. Summer camp is less expensive as SHIM does not pay rent and operates outdoors. A storage box is necessary to hold camp supplies since it does not take place in a building. Food costs increase, as SHIM is providing snacks to more children. One of the most popular activities at Summer Camp is field trips, which makes up 5% of the overall budget.

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?).

SHIM knows that students' families are unable to pay for the program and relies on the generosity of partners like Allegheny County DHS, foundations, and individuals to support these vital programs. SHIM is thankful for the previous support from Allegheny County DHS and is hopeful that they will continue to fund our vital After School and Summer Camp programs at SHIM. The need in the South Hills for all of SHIM's comprehensive programs has grown exponentially since the pandemic began. SHIM enjoys strong support for youth programs from local foundations such as AJ & Sigismunda Palumbo Charitable Trust, American Eagle Outfitters Foundation, Robert and Mary Weisbrod Foundation and Jack Buncher Foundation. Several of SHIM's generous individual donors give specifically to youth programs, as they know how valuable these programs are to children in the South Hills. SHIM also partners with local entities such as Venture Outdoors and WQED to provide enriching activities at no cost. Volunteers also support the programs, allowing SHIM to keep labor costs relatively low. SHIM is committed to maintaining youth programs at current capacities and will solicit support from local foundations and individuals to supplement support coming from DHS.

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	75	\$27	136	\$ 275,400.
Summer	70	\$40	40	\$ 112,000.
				\$ 387,400

\*\*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	\$ 168,055
Wages	\$ 144,833
Taxes and Benefits	\$ 16,709
Workers Comp, Clearances, and Training	\$ 6,513
Operations (supplies, rent)	\$ 52,840
Rent Snow removal	\$ 25,000
Phone and Internet	\$ 6,000
Supplies Food/Drinks	\$ 21,840
Other	\$ 31,828
Computer	\$ 4,028
Fees/Dues; Professional Services	\$ 800
Transportation Equipment Purchase/Rental	\$ 27,000
Indirects	\$ 22,677
	*Total \$ 275,400

Total funding request based on seats \$ 275,400  
 \*Total should total funding request based on seats

Summer	Expense
Personnel	\$ 68,801
Wages	\$ 59,771
Taxes and Benefits	\$ 6,575
Workers Comp, Clearances, and Training	\$ 2,455
Operations (supplies, rent)	\$ 8,000
Supplies, Food/Drinks	\$ 8,000
Other	\$ 25,939
Fees/Dues; Professional Services	\$ 5,000
Field Trips	\$ 11,939
Transportation Equipment Purchase/Rental	\$ 9,000
Indirects	\$ 9,260
	*Total \$ 112,000

Total funding request based on seats \$ 112,000  
 \*Total should total funding request based on seats