

Request for Proposal: Project Manager Position January 2020

PROGRAM INFORMATION:

The need to address poor status of health and well-being, education and housing, combined with a simultaneous once-in-a-generation economic development initiative in downtown Allentown has created the impetus for a multi-sector, long-term strategy to improve the well-being of the city's residents. A local work group consisting of leadership from housing, education, community, health, government, business and philanthropy is collaborating to improve the quality of life in the neighborhoods surrounding this remarkable initiative. The group is using two highly successful frameworks – **Purpose Built Communities** and **Collective Impact** – to design community-focused, sustainable approaches that improve the overall quality of life in Allentown.

(See Attachment 1 - Place Based Community Development in Allentown)

After 18 months of work, the efforts have progressed to a point where a Project Manager is needed. The Rider-Pool Foundation is seeking a qualified Project Manager to oversee this cross-sector collaborative and assist in the achievement of several key goals.

(See Attachment 2 - Place Based Community Development Update)

SCOPE OF SERVICES:

(See Attachment 3 - Project Manager Job Description)

It is expected that the Project Manager will coordinate with the members of the work group, as well as other partners to achieve the following deliverables:

Cradle to Career Pipeline

1. Define an agreed-upon locality-based Cradle to Career Pipeline
 - Key components to the Pipeline potentially include:
 - Pre-K
 - K-12
 - Post-secondary
 - Summer learning
 - College Prep/Career Exploration
 - Players/Organization
 - Strengths/Gaps
2. Establish agreed-upon community level outcomes and core indicators that potentially include:
 - Kindergarten Readiness
 - Early Grade Reading
 - Middle Grade Math
 - High School Graduation
 - Post-Secondary Enrollment
 - Post-Secondary Completion

3. Establish Continuous Improvement Process
4. Create Baseline Report Card to the Community
5. Mobilize Community
6. Create Collaborative Action Networks with Housing and Community Well-being

Community Well-Being

1. Establish agreed-upon community level outcomes and core indicators that potentially include:
 - Well-being of people
 - People’s perception of their well-being
 - Health outcomes
 - Health conditions
 - Health behaviors
 - Life expectancy
 - Well-being of place
 - Healthy Communities Index
 - Child Poverty Rates
 - Area Deprivation Index
 - Food Availability
 - Differences in Equity:
 - Perception of well-being
 - Premature death
 - Graduation rates
 - Income
2. Engage partners in a process to address community well-being around activities such as:
 - Positive Youth Activities
 - School/Community Based Health Care
 - Community Health Workers
 - Community Schools
3. Create Collaborative Action Networks with Housing and Cradle to Career Education Pipeline

Housing

1. Establish agreed-upon community level outcomes and core indicators that potentially include:
 - Infrastructure and capacity
 - Quality
 - Use/Affordability
2. Engage partners in a process to address housing around activities such as:
 - Little Lehigh Housing Neighborhood
 - Create safer, healthier housing and community
 - Increase economic mobility among residents
 - Better engagement of residents in community development work
 - Mixed income housing opportunities in 12th and Gordon community
 - Identify housing opportunities
 - Expansion of Ripple, vacant/blighted properties, etc.
 - Increase economic mobility among residents
 - Better engagement of residents in community development work

Backbone Development

1. Using the shared data and collaborative action networks described above, develop the structure/entity that would be responsible for:
 - Guiding vision and strategy
 - Driving the revitalization initiative to make sure the partnerships are successful and sustainable
 - Establishing shared data/measurement/analysis/communication practices
 - Cultivating community engagement and ownership/Ensure the people in the targeted neighborhood are engaged, included and served
 - Advancing policy
 - Mobilizing resources /braid a sustainable funding stream of public and private resources
 - Serving as a single point of accountability for partners and funders

SCHEDULE AND REQUIRED INFORMATION:

To be considered for this position, a packet of information is required that includes:

- A cover letter briefly describing why you are qualified for this contract
- CV/Resume
- A more detailed (no more than 3-5 pages) proposal describing how your skills, knowledge and experiences will help us achieve the outcomes in scope of services described above
- Fees and other expenses

Complete packets must be received by The Rider-Pool Foundation no later than February 4, 2020.

Packets can be electronically submitted to Ron Dendas at Ronald.dendas@pooltrust.org or mailed to:

The Rider-Pool Foundation
c/o Ron Dendas
Two City Center
645 W. Hamilton St., Suite 202
Allentown, PA 18101

ATTACHMENTS:

1. Place Based Community Development in Allentown
2. Place Based Community Development Update
3. Project Manager Job Description

Attachment 1: Community Development in Allentown January 2020

PLACE BASED COMMUNITY DEVELOPMENT IN ALLENTOWN:

The need to address poor status of health and well-being, education and housing, combined with a simultaneous once-in-a-generation economic development initiative in downtown Allentown has created the impetus for a multi-sector, long-term strategy to improve the well-being of the city's residents. A local work group consisting of leadership from housing, education, community, health, government, business and philanthropy is collaborating to improve the quality of life in the neighborhoods surrounding this remarkable initiative. The group is using two highly successful frameworks – **Purpose Built Communities** and **Collective Impact** – to design community-focused, sustainable approaches that improve the overall quality of life in Allentown.

CURRENT WORK GROUP/LEADERSHIP:

Hasshan Batts - Promise Neighborhoods of the Lehigh Valley

Don Bernhard - Downtown Allentown Community Development Initiative and The Century Fund

Lisa Curran - The Century Fund

Ron Dendas - The Rider-Pool Foundation and Dorothy Rider Pool Health Care Trust

Dan Farrell - Allentown Housing Authority

CeCe Gerlach - Allentown City Council

Carmen Guzman-McLaughlin - Lehigh Valley Health Network

Marci Lesko - United Way of the Greater Lehigh Valley

Leonard Lightner - City of Allentown Department of Community and Economic Development

Ed Meehan - The Rider-Pool Foundation and Dorothy Rider Pool Health Care Trust

Thomas Parker - Allentown School District

Rev. Bob Stevens - The Century Fund and Zion's Reformed United Church of Christ

GUIDING PRINCIPLES:

The group agrees that:

- All children should be born healthy, have access to quality education and live in a safe, healthy home
- Developing strategies that focus on safe, healthy housing, a cradle to career educational pipeline and community wellness would benefit Allentown neighborhoods
- This cross-sector approach also strengthens the work of each sector. (e.g.; If kids are healthy and live in safe, stable housing, they will do better in school)
- There is good work occurring to improve community wellness, education and housing, but this good work would be more effective if better connected
- There are two catalytic activities that would be enhanced with the multi-pronged strategy described above:
 - The construction and opening of a new elementary school at 13th and Gordon
 - Redevelopment of the Little Lehigh Housing neighborhood

- This work requires focused community organizing and engagement in order to:
 - Authentically involve the community in all aspects of the work
 - Strengthen the ability to deal positively with problems and traumas in life by building on community and individual strengths and skills

FRAMEWORK:

The group is using two highly successful frameworks, **Purpose Built Communities** and **Collective Impact**, to design community-focused, sustainable approaches that improve the overall quality of life in Allentown.

Purpose Built Communities (PBC): PBC works to break the cycle of intergenerational poverty. The PBC model was pioneered in the mid-1990s after the successful transformation of the East Lake neighborhood in Atlanta. They did that by helping local leaders transform the struggling neighborhood by bringing together the vital components necessary for holistic community revitalization: high quality mixed-income housing, an effective cradle-to-college education pipeline, and comprehensive community wellness resources, organized and driven by a single purpose non-profit community quarterback. Results have been impressive. Fifth graders who meet state math standards have risen from 5% to 99%. Employment rates have increased from 13% to 100%. Crime rates have decreased by 82%. With support from The Robert Wood Johnson Foundation (RWJF), PBC is applying their holistic model to other areas of concentrated urban poverty around the nation. There are currently 27 Purpose Built Communities in the United States. Members of our work group have visited PBC communities, attended PBC conferences and received technical assistance from PBC staff.

Collective Impact (CI): CI is the commitment of leaders from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. This work is based on a 2011 publication by John Kania and Mark Kramer and has been enhanced through the work of many practitioners and thought leaders around the world. CI states, in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around clearly defined goals. In the Lehigh Valley, capacity for this level of collaboration is being built through The Rider-Pool Foundation Collective Impact Fellowship, where non-profit leaders from multiple sectors are trained in this practice. Several members of our work group are CI Fellows.

STRATEGIES:

Cradle to Career Education Pipeline

We can improve educational outcomes for every child when we learn and co-create change together. There is a wide range of groups, organizations and sectors that are committed to student success. These cross-sector partners seek to expand on best practices and build a continuum of career building education for the children in their local community. Learning starts the moment the child is born. Our work looks to create a range of community and home-based early childhood learning, quality Pre-K for all children, strong K-12 and opportunities for vocational and higher education attainment.

Community Wellness

Our approach to community wellness is to look at the overall health and well-being of every person in the community, as well as the overall well-being of the neighborhood.

- Physical Health - Access to quality health care and healthy lifestyle options, such as the availability, affordability and access to nutritious food and physical activities
- Well-being - Emotional, psychological, mental and intellectual health; A sense of belonging and social association

Many illnesses are preventable, including various types of mental illness. The community itself contains many solutions to its own health needs and already has many techniques to encourage resilience and wellness. The Centers for Disease Control and Prevention (CDC) believes that well-being is associated with numerous health-job-family-and economically-related benefits. Higher levels of well-being are associated with decreased risk of disease, illness, and injury; better immune functioning; speedier recovery; and increased longevity. Individuals with high levels of well-being are more productive at work and are more likely to contribute to their communities.

Safe, Healthy Housing

Over the past several years, in response to growing health concerns that disproportionately affect the most underserved populations, the concept of safe and healthy housing is a high priority for many of the work group members. The benefits of prioritizing health and education in housing are profound. Our group seeks to:

- Replace blighted and distressed properties with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood
- Improve outcomes of households living in the target housing related to employment and income, health, and children's education
- Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community

Community Engagement

At the center of education, community wellness and safe, healthy housing is community engagement. Typical engagement, as we know it now, is not enough to create the transformation work in this community. Community members need authority and shared power, not transactional "ask the community what they need and then maybe we do it" approaches. Led by community organizers, community leaders and faith-based organizations, we strive to move from informing and consulting with residents to co-owning issues, solutions and resources with residents.

Backbone/Quarterback

The fluid interactions and overlaps of these initiatives are required for their individual successes. PBC and CI share the belief that effective partnerships need an entity to foster the cross-sector communication, alignment and collaboration required to improve the quality of life in the neighborhoods surrounding the downtown development. That entity, sometimes called a backbone organization or community quarterback, works to:

- Guide vision and strategy
- Drive the revitalization initiative to make sure the partnerships are successful and sustainable
- Establish shared data/measurement/analysis/communication practices
- Cultivate community engagement and ownership/ Ensure the people in the targeted neighborhood are engaged, included, and served
- Advance policy
- Mobilize resources /braid a sustainable funding stream of public and private resources
- Serve as a single point of accountability for partners and funders

Currently, these responsibilities are shared by the work group members, with the goal of establishing a formal backbone/quarterback as the work progresses.

Attachment 2: Place Based Community Development Update November 30, 2019

We remain committed to defining our community development work to cross several communities that are defined by residents (e.g.; Franklin Park, Old Allentown) and some areas that have not been defined by the residents. Using the potential rehabilitation of the Little Lehigh Housing Project and the construction of a new elementary school as the critical community development catalysts, we are looking at Martin Luther King Blvd. to Tilghman St. and 5th to 15th St. as the porous boundaries for this work. Although the PBC model focuses on a single neighborhood, we are committed to use the pillars of the PBC work (community wellness, cradle to career education and affordable, safe and healthy housing) plus strong community engagement in a broader geographic area that encompasses several neighborhoods.

We are increasing the capacity for cradle to career education through the work of Community Services for Children (CSC), The Century Fund and Allentown School District (ASD). Increased Head Start and Pre-K classrooms, as well as other cradle to career opportunities including improved transitions to kindergarten and middle schools and summertime learning, are close to implementation.

Partners are building community-based wellness services and activities into educational settings.

- Lehigh Valley Health Network, CSC and Pool Health Care Trust are looking at ways to improve the health of children and their families through a health/education collaborative in The Pre-K Learning Hub
- ASD has health and wellness space in the new elementary school and will be identifying a partnering health provider

Promise Neighborhoods of the Lehigh Valley (PNLV) has developed a comprehensive strategy to improve community wellness and reduce violence in Allentown by addressing Community Risk and Protective Factors

- Strategies to Reduce Risk Factors
 - Cure Violence - a population health approach that focuses on eliminating root causes of violence
 - PIVOT - partnership between community and law enforcement to work together to curb violence
 - Trauma Informed Care- increasing the support and services to youth who have experienced Adverse Childhood Experiences (ACES)
- Strategies to Increase Protective Factors
 - Positive Childhood Experiences - The opposite of Adverse Childhood Experiences, PNLV is developing a Youth Association Network to increase positive peer associations through an accessible, safe, culturally appropriate network of youth organizations who provide athletic, educational, civic and artistic opportunities for our youth

- Gang Reduction Education and Training (GREAT) - PNLV is partnering with the Lehigh County District Attorney to implement a school-based curriculum with community connectivity
- Community Organizing and Community Events - PNLV will build on Proactive Factors as part of all of their block parties, gatherings, social events, fireside chats, etc.

The City of Allentown will be launching their greatly anticipated Allentown 2030 strategic plan that positions the city to align with this work through Economic Development, Housing, Accessibility and Connectivity, Services/Amenities and Living Systems. They continue to look for opportunities to acquire properties for new construction housing.

The Allentown Housing Authority (AHA) and City of Allentown continue to explore the possibility of federal funding for the redevelopment of the Little Lehigh Housing neighborhood. AHA secured modest state funding as a first step to redeveloping the Little Lehigh Housing neighborhood. They are also working with The Rider-Pool Foundation on an effort to strengthen resident engagement in Little Lehigh.

Upside Allentown and Community Action Committee of the Lehigh Valley (CACLV) are rehabilitating blighted properties on 10th St., two blocks from the new elementary school.

The Rider Pool Foundation has launched its sixth Collective Impact Fellowship class with representation from health, K-12 education, Pre-K education, housing and community, all who work in the boundaries of this initiative.

PNLV is forming its third class of Leaders without Limits, a resident leadership development training.

The Rider-Pool Foundation and The Century Fund have secured funding for a Project Manager to coordinate the expanding work conducted by our partners.

The Core Team is looking to expand by adding more members, including a representative from Community Services for Children.

An effort to use shared data was launched in 2018. Out of that discussion, the Area Deprivation Index was identified as a potential metric for community development status. We will continue to collect, analyze and share data and information among partners that will accelerate and amplify this work.

In isolation, each of these efforts are positive, incremental steps to a larger goal of impacting education, housing or community wellness. Together, however, they represent a much stronger, cross-sector, strategic commitment of improving the quality of life for all residents.

Attachment 3: Project Manager Job Description January 2020

The need to address poor status of health and well-being, education and housing, combined with a simultaneous once-in-a-generation economic development initiative in downtown Allentown has created the impetus for a multi-sector, long-term strategy to improve the well-being of the city's residents. A local work group consisting of leadership from philanthropy, housing, education, community, health, government and business is collaborating to improve the quality of life in the neighborhoods surrounding this remarkable initiative. The group is using two highly successful frameworks – **Purpose Built Communities** and **Collective Impact** – to design community-focused, sustainable approaches that improve the overall quality of life in Allentown.

We are looking for a Project Manager (PM) to be responsible for organizing several programs and activities for this multi-sector collaborative. The PM will be tasked with melding the many activities of this group into a strategic process that supports the organization's desire to improve the well-being of targeted communities in Allentown, as well as creating and managing long-term goals for the group. As the work progresses, the PM will also be in charge of developing budgets and operating plans for programs and writing program funding proposals.

To be successful in this role, the applicant will need prior experience in both program management and team management. A Bachelor's degree is required.

Project Manager Responsibilities

- Organize programs and activities in accordance with the vision of the collaborative partners
- Exhibit self-management skills and ability to manage multiple projects and change priorities with minimal supervision
- Assist in the development of new initiatives to support the strategic direction of the organization
- Create and manage long-term goals
- Develop a budget and operating plan for the program
- Develop an evaluation method to assess program strengths and identify areas for improvement
- Write program-funding proposals to guarantee uninterrupted delivery of services
- Manage a leadership team with a diverse array of talents and responsibilities
- Implement and manage changes and interventions to ensure project goals are achieved
- Meet with stakeholders to
 - Produce accurate and timely reporting of program status throughout its life cycle
 - Analyze program risks
- Lead the development of agendas, meeting minutes and communications related to the review of projects and determine next steps to coordinate action items
- Facilitate and manage the logistics of cross-functional meetings between teams

- Produce comprehensive and realistic work plans, which identify the sequential activities needed to successfully meet goals and project deliverables

Project Manager Requirements

- Bachelor's degree, Master's degree preferred
- Proven experience in program management
- Proven stakeholder/community management skills
- Proven experience managing a team or volunteer leadership
- Experience using computers for a variety of tasks
- Competency in Microsoft applications including Word, Excel, and Outlook
- Understanding of project management