



Department of Children Youth and Their Families Violence Prevention & Intervention Services Request for Proposals 2012 – 2013

Issue Date: August 30, 2011

Final Submission Deadline: October 3, 2011 (4:00 pm)

Revised: September 12, 2011

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I. INTRODUCTION

The San Francisco, Department of Children, Youth and Their Families (DCYF), Department of Public Health (DPH) & Juvenile Probation Department (JPD), *also known as the Violence Prevention and Intervention Joint Funders*, seek to solicit proposals from 501(c)(3) nonprofit community-based organizations that are interested in being part of a network of providers and services that seek to prevent or reduce crime, violence, delinquency, and reduce recidivism; and help build pro-social and resiliency skills that keep youth ages 10 to 25 from engaging in harmful activities or entering and/or returning to the juvenile justice system or criminal justice system.

About the Department of Children, Youth & Their Families

The Department of Children, Youth and Their Families (DCYF) enhances the lives and futures of San Francisco's children, youth, and families through strategic funding of programs and services in every neighborhood; in its citywide policy and planning efforts; and by sharing information to support the well-being of young people and families. Formed in 1989, DCYF's work is driven by its vision, mission, goals, and values.

Vision: All San Francisco children and youth should reach adulthood having experienced a safe, healthy, and nurturing childhood, prepared to become responsible and contributing members of the community. Families should be supported by each other, their neighbors, their community, and government in realizing this vision. Families with children must be able to thrive in all San Francisco neighborhoods, in a city where they are welcomed as integral to the city's, culture, prosperity, and future.

Mission: The mission of DCYF is to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood.

Goals: San Francisco has adopted Quality of Life Goals for the Children's Fund in its City Charter:

- 1) Children and youth are healthy
- 2) Children and youth are ready to learn and succeed in school
- 3) Children and youth are ready to live in safe, supported families and safe, supported viable communities
- 4) Children and youth contribute to the growth, development, and vitality of San Francisco

Values: Serving our community is the foundation of DCYF's work

About the Juvenile Probation Department

It is the mission of the San Francisco Juvenile Probation Department to serve the needs of youth and families who are brought to its attention with care and compassion: to identify and respond to the individual risks and needs presented by each youth; to engage fiscally sound and culturally competent strategies that promotes the best interests of the youth; to provide victims with opportunities for restoration to identify and utilize the least restrictive interventions and placements that do not compromise public safety; to hold youth accountable for their actions while providing them with opportunities and assisting them to develop new skills and competencies; and to contribute to the overall quality of life for the citizens of San Francisco within the sound framework of public safety as outlined in the Welfare & Institutions Code.

It is the vision of the San Francisco Juvenile Probation Department that effective models of intervention with youth are created in partnership with all juvenile justice stakeholders, thereby leading to reductions in

juvenile delinquency. Youth and families involved with the juvenile justice system are strengthened to become more self-sufficient as a result of their contact with the Department. Victims and communities affected by juvenile crime are given opportunities to be heard and experience satisfaction through their active participation in the juvenile justice process. Our communities are safer due to continual reductions in juvenile crime and recidivism rates.

About the Department of Public Health (The Child, Youth, and Family System of Care):

The Child, Youth, and Family (CYF) System of Care is part of Community Behavioral Health Services (CBHS) under the San Francisco Department of Public Health (DPH). We are the primary provider of behavioral health services to children, youth and their families in the City and County of San Francisco. Our goal is to provide appropriate and effective care that reduces needs and increases the strengths of our clients safely in the least restrictive environment in the community. By leveraging a combination of federal, state and local funding, CYF supports a wide range of mental health and substance abuse prevention, early intervention, treatment and aftercare services that are offered through a network of diverse providers working with families across the City. The needs of our clients and Their families are complex and often involve multiple child-serving agencies, making collaborative relationships with our partners essential to successful outcomes. Community Behavioral Health Services is transforming the behavioral health system into one that is guided by best practices and is informed by outcomes.

Funding Sources

Funding awarded through this RFP comes from multiple sources, both local and national, that will blend funding from the following sources:

1. Juvenile Justice Crime Prevention Act (JJCPA):

These state funds are allocated by the state Corrections Standards Authority (formerly called the Board of Corrections) to each county based on its population. Funds are to be used for services that are “based on programs and approaches that have been demonstrated to be effective in reducing delinquency and addressing juvenile crime.” In order to receive JJCPA funds, a county must engage in the extensive planning process described in the Juvenile Justice Coordinating Council’s (JJCC) Local Action Plan. DCYF will monitor and administer these funds.

2. San Francisco Children’s Fund:

DCYF administers funds from San Francisco’s General Fund and the Children’s Fund. The Children’s Fund was first established by Proposition J, known as the Children’s Amendment, approved by San Francisco voters in 1991, and renewed by Proposition D in 2000. The current Children’s Fund will be in effect until June 30, 2015, when it will have to be renewed by San Francisco voters. The Children’s Fund utilizes a portion of property taxes each year—three cents per one hundred dollars of assessed value. Three percent of the Children’s Fund is held as the Youth Empowerment Fund. Community guidance for the Children’s Fund is performed by a volunteer 15-member Citizen’s Advisory Committee (CAC) appointed by the Mayor.

3. San Francisco General Fund:

The General Fund is the City & County of San Francisco’s general revenue. These funds are allocated to City Departments to support several areas including funding of non-profit agencies for services. The use of the General Fund is more flexible than other local, State and Federal funding streams, therefore the

General Fund is often used to fill various funding gaps left by restricted funding sources. General Funds will help meet some of the service needs of transitioning youth ages 18 to 25.

4. Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Funds:

The Early And Periodic Screening, Diagnosis and Treatment (EPSDT) Program is a requirement of the Medicaid program to provide comprehensive health care for persons under age 18 who are eligible for the full scope of Medi-Cal benefits. Effective July 1, 1995, as part of the expansion of Medi-Cal services for full scope Medi-Cal beneficiaries ages 0 to 18 through the EPSDT program, Department of Health Services (DHS) began providing State General Funds (SGF) to serve as matching funds for Short/Doyle Medi-Cal (SD/MC) services beyond what counties would have expected to spend on those services absent the EPSDT augmentation.

Purpose of this Request for Proposals (RFP)

DCYF, JPD & DPH are issuing this Request for Proposals (RFP) to solicit proposals from San Francisco 501(c)(3) nonprofit community-based organizations that are interested in being part of a network of providers and services that seek to prevent or reduce crime, violence, delinquency, and reduce recidivism; and help build pro-social and resiliency skills that keep youth ages 10 to 25 from engaging in harmful activities or entering and/or returning to the juvenile justice system or criminal justice system.

This RFP will target youth and young adults who fall into the classifications below as defined by the Juvenile Justice Coordinating Council (JJCC) Local Action Plan:

- **At-risk:** Youth and young adults who display signs of aggressive behavior, are experimenting with drugs and alcohol, and/or are habitual truants. These individuals are not connecting to positive peers or role models, and they show reduced interest in positive activities and in striving for positive personal goals.
- **Highly At-risk:** In addition to presenting the conditions for at-risk youth and young adults, these individuals also exhibit delinquent behavior, are using drugs and alcohol consistently, and/or are chronically truant. They are involved in negative street activities and have negative contact with police. These youth and young adults and/or their families may be involved in multiple systems, i.e. Special Education, Family and Children Services, Foster Care, Criminal or Juvenile Justice System, etc.
- **In-risk:** In-risk youth and young adults are individuals who formally made contact with the juvenile and criminal justice system. Youth and young adults “In-risk” fall into three sub-categories:
 - *System Involved:* Pre or post adjudicated youth and young adults whose court, probationary or parole requirements keep them connected to the juvenile justice system and criminal justice system
 - *In-Custody/Detained:* Pre or post adjudicated youth or young adults who are in a secure facility.
 - *Aftercare/Reentry:* Post adjudicated youth and young adults who have completed their detention requirements. They are getting ready to exit the juvenile and criminal justice system and they need support to successfully reintegrate into their communities.

II. PREPARATION

DCYF has adjusted the application process in this RFP. Proposals will only be accepted using an online application process. Please plan accordingly, especially if you are unfamiliar with an online application process. Help is available for both content and technical questions.

In order to access this RFP, an agency will need to provide a name and contact information, whether downloading the RFP or picking up a printed version at the DCYF office. Providing this information does not mean you are registered for the online application process. All applicants must register for the online application process (please find link below). Contact information provided to download or pick up this RFP will be used to notify you if there are any changes to this RFP.

The first step of the online application process is to create a user name and password at:
<https://www.youthservices.net/dcyf/registration.asp>

ALL PROPOSALS MUST BE SUBMITTED USING THE ONLINE PROCESS

The deadline for online submissions is **4:00 pm on Monday, October 3, 2011**. The system will not accept any submissions after this date and time.

PROPOSALS WILL NOT BE ACCEPTED AFTER DEADLINE

ESTIMATED FUNDING TIMELINE	
Request for Proposals Issued (RFP)	<i>Tuesday, August 30, 2011</i>
Pre-Proposal Conference	<i>Thursday, September 8, 2011 (9:30 am – 12:30 pm)</i>
Proposals Due	<i>Monday, October 3, 2011 (4:00 p.m.)</i>
Awards Announced	<i>December 2011</i>
Contract Negotiation Period	<i>December 2011</i>
Contracts Begin	<i>January 1, 2012</i>
Contract End	<i>June 30, 2013</i>

Please Note: Submitting your Registration also serves as a Letter of Intent to apply under this RFP. However, registering does not obligate you to apply for funds. There is no other Letter of Intent required for this RFP.

Instructions, additional information and supporting documents to help inform your application are available at www.DCYF.org to assist applicants in registering, preparing, and submitting a proposal.

For supporting documents go to: [http://www.dcyf.org/forms/2011_RFP_VPI/Supporting Documents.htm](http://www.dcyf.org/forms/2011_RFP_VPI/Supporting_Documents.htm)

Supporting Documents Include: 1) *Violence Prevention Minimum Case Management Standards* 2) *Youth Violence Prevention Initiative Local Action Plan* 3) *DCYF Service Category Description* 4) *DCYF Minimum Compliance Standards*

Pre-Proposal Conference

The Pre-Proposal Conference is not mandatory but it is highly recommended that all potential applicants attend the conference.

The Pre-Proposal Conference is held in order to:

- Describe the service strategies DCYF is seeking to support through this RFP
- Respond to any questions from applicants
- Review the requirements and application process for this RFP
- Provide the City Vendor compliance process that all funded organizations must adhere to
- Present steps for registering for the online application submission

<i>Pre-Proposal Conference Information:</i>	
Date:	Thursday, September 8, 2011
Time:	9:30 am – 12:30 pm
Location:	Room 300 101 Grove Street San Francisco, Ca, 94102

Content Assistance Available by email:

Submit all questions concerning the content of the RFP in writing to VPIRFP2011@dcyf.org. Written responses will be posted on www.DCYF.org. Applicants are strongly encouraged to submit questions in advance of the Pre-Proposal Conference so that the Conference may be organized to address Frequently Asked Questions. **Questions will not be answered prior to the Pre-Proposal Conference.**

Last day to submit questions will be Friday, September 9, 2011 at 4:00 p.m. DCYF will post the questions and answers approximately 5 business days after the Pre-Proposal conference.

To ensure that all applicants have access to the same information, DCYF staff is **NOT** permitted to answer RFP content questions via telephone or in person.

Online Application Training:

DCYF is committed to providing as much clarity as possible about the online application during this RFP process. Applicants who are unfamiliar with the online application process can go to www.DCYF.org to get help about the online application process. DCYF encourages applicants to follow the Registration steps prior going to the website for help.

Glossary of Terms

<p>Agency: See organization</p> <p>Applicant: Organization responding to this Request for Proposal</p> <p>APD: Adult Probation Department, a department of the City of San Francisco</p> <p>CBO: Community Based Organization</p> <p>DCYF: Department of Children, Youth and Their Families, a department of the City of San Francisco</p> <p>DPH: Department of Public Health, a department of the city of San Francisco</p> <p>Fiscal Agent: An organization that is using its non-profit status to contract on behalf of a program; fiscal agents at minimum execute all fiscal and insurance obligations for the program; other duties may be included in the duties of a fiscal agent</p> <p>JJCC: Juvenile Justice Coordinating Council, the JJCC provides input on violence prevention planning in San Francisco and the funding sources available for violence prevention among youth and young adults.</p> <p>JJCPA: Juvenile Justice Crime Prevention Act. Please see Funding Sources</p> <p>JPD: Juvenile Probation Department, a department of the City of San Francisco</p>	<p>Joint Funders Partnership: the Department of Children, Youth and Their Families, the Juvenile Probation Department, and the Department of Public Health</p> <p>Non-Profit: Organization that holds a 501(c)(3) designation to provide services</p> <p>Online Application: Creating and submitting a proposal using a web-based process on the internet</p> <p>Organization: Lead Agency that operates a program; the holder of the 501(c)(3) status</p> <p>Proposed Program: The idea presented to this Request for Proposal for actual services provided to the target population</p> <p>Program Site: Place where service is provided</p> <p>Service Area: DCYF identified broad categories of need (currently DCYF Service Areas are Early Care and Education, Out of School Time, Youth Leadership Empowerment and Development, Violence Prevention and Intervention, and Family Support)</p> <p>Strategy: Specific categories DCYF has identified for program funding under each Service Area</p> <p>Target Population: Group to be served by a particular strategy. Please see Purpose of this Request for Proposals</p>
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III. OVERVIEW AND BACKGROUND OF VIOLENCE PREVENTION & INTERVENTION SERVICES

Historically, Violence Prevention and Intervention programs have been funded and managed by multiple city agencies. In fiscal year 2009-2010 the Violence Prevention & Intervention funding allocations were reduced in local and state budgets. DCYF, DPH & JPD came together in an attempt to mitigate budget reduction to violence prevention and intervention services. Through this process DCYF, DPH & JPD agreed to a multi-agency strategy that leverages local, state and, potentially federal dollars. The goal of this approach is to sustain ongoing services for youth, align core priority service areas, leverage available funding sources, consolidate CBO reporting and streamline the RFP process across city departments.

DCYF, DPH & JPD are committed to providing services for San Francisco's most at-risk youth and young adults. Together, the three departments will invest approximately \$18 million in fiscal years 2012-2013 in Violence Prevention & Intervention programs, of which approximately **\$15.5 million** is released via this RFP. This RFP will support implementation of services as identified in the *Youth Violence Prevention: Local Action Plan*. This will enable agencies to provide programs and services for males and females ages 10 to 25. Services to be funded include, but are not limited to, mentorship, comprehensive case management, street outreach and alternatives to detention, non-traditional educational opportunities, detention based services, aftercare and reentry services (similar to detention based services), and services responsive to the needs of young women.

IV. FUNDING

Total Amount Available and Grant Term

This RFP announces the availability of approximately **\$15.5 million** in funds from the San Francisco General Fund, Children's Fund, and other State sources. This amount will be distributed across the 18-month period between January, 2012 through June 30, 2013. Awards will be issued based on two grant terms, the first from January 1, 2012 through June 30, 2012, and the second from July 1, 2012 through June 30, 2013. Funds will be distributed proportionately across the 18 month period.

Funding Strategies, Activities, and Allocations

Please find FY 2012-2013 Funding Strategies/ Activities Allocation Matrix below

Strategies:	Allocation:	% of Funds:
Secondary Prevention	\$1,865,000	12%
Alternative Education	\$2,557,000	16%
Diversion	\$3,273,000	21%
Detention Alternatives	\$1,328,000	9%
Detention Based Services	\$825,000	5%
Aftercare and Re-entry	\$5,732,000	37%
Total Allocation:	\$15,580,000	100%

*** Approximate 18 Month Cost Allocations across Funding Strategies (% of Funds, ± 3%)**

FY 2012-2013 Funding Strategies/ Activities Allocations Matrix (18 months)

Strategy	Activities	FY 11 - 12 & FY12-13 (18 Months) Allocation	FY 11 - 12 & FY12-13 Grant Size Range (18 Months)		Projected Maximum Programs Funded
			Highest	Lowest	
Secondary Prevention	Case Management	\$900,000	\$300,000	\$112,500	8
	Mentorship	\$375,000	\$125,000	\$125,000	3
	Shelter	\$365,000	\$365,000	\$365,000	1
	Gender Responsive Services	\$225,000	\$112,500	\$112,500	2
	Total Secondary Prevention:	\$1,865,000	\$902,500	\$715,000	14
Alternative Education	Alternative Education Programs	\$1,821,000	\$795,000	\$375,000	3
	GED Programs	\$736,000	\$375,000	\$75,000	4
	Total Alternative Education:	\$2,557,000	\$1,170,000	\$450,000	7
Diversion	Case Management	\$1,725,000	\$1,050,000	\$300,000	4
	Conflict Resol/ Mediation	\$150,000	\$150,000	\$150,000	1
	Mentorship	\$375,000	\$150,000	\$112,500	4
	Shelter	\$498,000	\$375,000	\$120,000	2
	Gender Responsive Services	\$525,000	\$262,500	\$112,500	3
	Total Diversion:	\$3,273,000	\$1,987,500	\$795,000	14
Detention Alternatives	Evening Reporting Centers	\$600,000	\$300,000	\$300,000	2
	Home Detention	\$390,000	\$390,000	\$390,000	1
	Mentorship	\$112,500	\$112,500	\$112,500	1
	Case Management	\$225,500	\$75,000	\$112,500	2
	Total Detention Alternatives:	\$1,328,000	\$877,500	\$915,000	6
Detention Based Services	Enrichment Activities	\$600,000	\$112,500	\$75,000	7
	Gender Responsive Services	\$225,000	\$112,500	\$75,000	2
	Total Detention Based Services:	\$825,000	\$225,000	\$150,000	9
Aftercare/ Reentry	Case Management	\$2,475,000	\$375,000	\$150,000	14
	Intensive Supervision and Clinical Services	\$2,100,000	\$412,500	\$412,500	5
	Mentorship	\$300,000	\$112,500	\$75,000	4
	Saturday Community Based Probation Support Program	\$57,000	\$12,000	\$6,000	3
	Gender Responsive Services	\$800,000	\$262,500	\$150,000	4
	Total Aftercare/ Reentry:	\$5,732,000	\$1,174,500	\$793,500	30
Total Allocated:		\$15,580,000			

The framework of this RFP is guided by the following:

1. Serving youth ages 10 to 17 and/or young adults ages 18 to 25 who are:
 - at-risk, highly at-risk, or in-risk
 - potential of being, or currently involved in the juvenile and/or criminal justice system or
 - youth or young adults being released from the justice system.
2. Providing services within hot-zone neighborhoods (neighborhoods identified as having high crime or violence rates) or target youth who live in hot-zone neighborhoods (see list below, as identified by the San Francisco Police Department)
 1. Tenderloin/SOMA
 2. Western Addition
 3. Mission
 4. Bayview / Hunters Point/ Potrero Hill
 5. Visitacion Valley
3. Providing services that prevent behavior that could lead to arrest, support youth after arrest (in-custody and community-based), and provide reentry/transition and aftercare services for in-risk and/or systems' involved youth
4. Creating or sustaining strong and innovative collaborations with government agencies and other community-based organizations to help strengthen the efficiency of the system and quality of the services that seek to meet the multiple needs of the target populations
5. Committing to creating strategies for continuing coordination and service delivery improvements for youth involved in the juvenile justice and criminal justice system.
6. Providing appropriate language services and culturally competent interventions for youth and their families and culturally competent interventions for youth and their families
7. Subscribing to evidence based or promising practices. All agencies are encouraged to research these practices and include evidence based or promising practices in program design and implementation plans. Typically these are strength-based and goal-directed strategies that produce measurable outcomes. **All** agencies will be required to demonstrate a successful history of working with the identified target population as well as documented successful outcomes for their proposed program
8. Providing and receiving referrals and foster linkages with existing networks and initiatives that handle issues of youth within multiple systems (i.e. Department of Public Health, Juvenile Probation Department, Family Resource Center, and Wellness Centers)

Variable Grant Terms

Grant terms in this RFP may vary, from 6 months to 18 months, depending on the strategy. Organizations may be awarded multi-year grants, with the second year (or any on-going extended years) of funding contingent on:

- Availability of funds
- Work-plan performance

- Compliance with DCYF's Minimum Compliance Standards, contract, evaluation, online reporting, and other requirements

NOTE: Applicants may not receive the full funding level as requested in the proposal

Uses of Funds

DCYF, DPH, and JPD grant funds can support a wide array of program costs that are in line with the program proposal. We strongly encourage the submission of realistic budgets, which adequately account for true program costs and the aspects of service that are key to quality. Examples of eligible uses of funds include, but are not limited to:

- | | |
|--------------------------------|---|
| • Staffing Costs | • Field Trips |
| • Stipends | • Translation Services |
| • Rent, lease & building Costs | • Transportation |
| • Supplies and Materials | • Food |
| | • Administrative (cannot exceed 15% of grant, include any admin cost of contractor) |

Examples of non-eligible uses of funds include, but are not limited to:

- | | |
|--|---|
| • Any services that merely benefit children & youth incidentally | • Depreciation on building or equipment |
| • Security Deposits | • Bank late fees, overdraft fees |
| • Property taxes | • Parking Violations |
| • Accrued vacation, sick time or overtime | • Hospitality for staff |

Also, DCYF in an effort to leverage city resources in these limited economic times, will not duplicate funding for services provided by other entities such as other city departments, SFUSD and/or OEWD. DCYF will also require applicants to have matching funds (**See Section VI for DCYF Contractual Requirements**).

Right to Not to Fund

If the submitted applications to this RFP are not deemed responsive, DCYF, DPH and JPD reserve the right not to issue awards in any given strategy or service area. DCYF, DPH and JPD may negotiate a separate process to cultivate the services identified in this RFP.

DCYF reserves the right to not fund past 2013. DCYF also reserves the right to fund a program or set of programs past the 18 month funding cycle.

If an applicant is eligible for more than one award from this RFP, DCYF reserves the right to determine, based on the applicant's demonstrated organizational capacity and ability and the best interests of the City, how many and for what level of which services the applicant will be awarded a grant, and the dollar amount of each grant

V. REQUIREMENTS

DCYF, JPD, and DPH seeks to fund applicants that share our vision, mission, goals, values, and commitment to partnership and collaboration to meet the needs of San Francisco's children, youth, and families. This RFP seeks active partners in forging a responsive and dynamic system to provide the highest quality of services possible. DCYF expects that agencies consistently broaden their formal and informal networks, utilize cross agency referrals and resources, proactively share information, stay current on community trends and/or initiatives, and keep abreast of communication/efforts between DCYF, DPH, and JPD. All 501 (c)(3) organizations receiving funds from DCYF must be a San Francisco City-approved vendor, meet specific eligibility and contractual requirements, and operate in a spirit of community partnership.

Vendor Status

All organizations funded via this RFP must be a City-approved vendor and not be on the City Vendor Debarred list. Organizations that are not yet City-approved vendors should begin the certification process as soon as possible in order to ensure that they are able to meet this requirement if awarded a grant. Vendor application packets can be obtained from the Office of Contract Administration at City Hall, 1 Dr. Carlton B. Goodlett Place, Room 430, San Francisco, CA 94102 or downloaded from their website at www.sfgov.org/oca. Subcontractors are not required to be City-approved vendors; only the lead organization or fiscal sponsor must be City-approved.

DCYF Minimum Eligibility Requirements

All **applicants** must meet the following requirements in order to be considered for funding from DCYF, DPH, and JPD:

- Applicant must be a community-based organization that is nonprofit and tax-exempt under Section 501(c)(3) of the Internal Revenue Code and be in good standing with the State of California registry of Charitable Trusts. **DCYF reserves the right to request a copy of your 501(c)(3) certification. ~~must be provided in the supplemental materials section of the RFP~~**
- Program must be located in San Francisco and services must be provided to residents of the City & County of San Francisco
- Program must serve youth and young adults ages 10 to 25
- Program must demonstrate a proven track record of working with youth and young adults at-risk and/or in-risk, of entering or currently in, the juvenile justice system and/or criminal justice system
- Organization must have a minimum of 3 years experience effectively delivering proposed services
- The organization must be a certified City-approved vendor and compliant with the City's insurance requirements by January 2012 or DCYF reserves the right to revoke the grant award
- The organization must be in full compliance with the **Minimum Compensation Ordinance (MCO)** www.sfgov.org/mco
- All applicants must comply with all applicable local, state, and federal government regulations
- Applicant must agree to meet the DCYF Minimum Compliance Standards established by DCYF throughout the grant term (downloadable as a supporting documents at www.DCYF.org)

Non-Eligible Entities:

- No City agencies or department, City College, nor SFUSD may apply as a lead or subcontractor for direct services
- Agencies must not be currently on “Red Flag” status with the Office of the Controller, or on “Elevated Concern” status with DCYF. Agencies currently on “Elevated Concern” status with other City departments may negatively impact applications
- Agencies must not have any City contracts withdrawn or terminated due to fiscal or program compliance issues within the last 24 months

DCYF Contractual Requirements (Additional Eligibility Requirements)

In addition to meeting DCYF Minimum Eligibility Requirements there are a number of grant administration requirements that DCYF, DPH, and JPD funded organizations must meet:

San Francisco Contracting Requirements: The contractor must comply with City and County ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://www.sfgov.org/site/oca>. The contract requirements include general liability, fidelity, and auto insurances, compliance with equal benefits ordinance, and current San Francisco business tax certificate, if applicable.

Contracting: After awards have been determined, Joint Funders will enter contract negotiations with organizations. Organizations are required to complete a Grant Agreement within **90 days** of receipt of award letter and will need to meet all CCSF contract requirements and standards. Granted award may be reduced after 90 days.

Contract Management System (CMS): DCYF uses a web-based CMS for monthly invoicing and tracking units of service for each month. Organizations must comply with data and reporting requirements. A Program Officer may hold-up payment(s) of a monthly invoice if monthly service data and actual expenses are not properly entered.

Consumer Satisfaction Survey: DCYF is required by the Children’s Amendment to include participants in the evaluation of programs. Funded organizations will be asked to administer a satisfaction survey to all participants 12-years of age and older. This is done annually or by program cycles.

Youth Survey: DCYF will introduce a survey of youth and young adults as part of the evaluation of program outcomes. The survey will capture information that cannot be evaluated through existing data, such as improved self-esteem, peer relationships, and conflict resolution. Funded organization will have options in Section VII of this RFP to select program specific activities and outcomes.

Evaluation: Funded agencies are expected to participate in evaluation activities. DCYF reserves the right to modify evaluation criteria requirements. The evaluation will include analysis of data from the CMS, program level data (Program Outcomes), and system level data (System Outcomes). Section VII of this RFP will allow organizations to choose Program Outcomes. System Outcomes are outcomes that are achieved over a longer term, often through the efforts of multiple grantees, in interaction with the larger schools, justice system and community environment. For these reasons, systems outcomes are difficult to link to any individual grantee. Instead, these outcomes will be used to judge the success of the Initiative as a whole. System outcome measures will come exclusively from administrative data. Examples of system outcomes are arrest rates and incarceration rates.

Fiscal and Organizational Practices: All DCYF-funded organizations are mandated to comply with all scheduled formal fiscal and organizational site visits.

Minimum Compliance Standards: All programs are required to meet DCYF’s Minimum Compliance Standards at all times. Program visits will determine if organizations are in compliance.

Public Information: All DCYF-funded organizations agree to list all program(s) and appropriate events on SFkids.org at least one time per year to verify that program information is correct and up to-date. Organizations are also encouraged to list all events on this site as often as appropriate. In addition, organizations must list information and neighborhood resources on the Mayor’s Office of Neighborhood Services (MONS) website at least one time per year.

Sunshine: Under 12L of the San Francisco administrative code, non-profits that receive in excess of \$250,000 in city funds must comply with specific open government requirements and respond to requests for financial and meeting information from members of the public. This is commonly called the “Sunshine Act.”

Information and Referral: All DCYF-funded programs will be required to provide information and referral for participants, as appropriate, to services that are needed but fall outside the scope of the program. This can include referrals to other agencies directly or to general information systems, such as www.SFKids.org, San Francisco’s Official Family Resource Guide

Training and Capacity Opportunities: All DCYF-funded organizations are required to have program staff participate in DCYF-sponsored Inclusion Trainings at least once per funding cycle.

Performance Measures: If a funded organization does not meet its Performance Measures (units of service, average daily attendance, etc.) DCYF has the right to reduce or terminate grant amounts.

Programs at SFUSD Sites: Funded organizations that provide ongoing services at school sites must comply with additional background check information, TB test, and insurance requirements as outlined in SFUSD’s Memorandum of Understanding with community-based organizations.

Matching Funds: All funded organizations are required to demonstrate that the funded program has matching funds per year (see chart below). All in-kind or cash contributions to meet the *Matching Funds* requirement must go toward the funded program costs that directly impact the children served.

In-Kind Contribution: Any non-cash contribution. The dollar equivalent of services or goods contributed by the organization or an outside entity (another organization, individual, etc.) in support of the Proposed Program, including equipment, facility space, software, supplies, materials, license fees, and staff or volunteer time.

Cash: Grants awarded by other funding sources, monetary donations, participant fees, fees for service

Year 1 (Jan – June 2012)	Year 2 (July 2012 – June 2013)
5% minimum	7% minimum
Funds may be in-kind or cash	Funds must be cash

Exceptions to Matching Funds

These programs are waived from the Matching Funds requirement:

- Organizations with a global budget under \$250,000

Accessibility: Programs and services must be accessible to persons with disabilities. Program access can be achieved in many cases without having to alter the existing facility.

Non-Discrimination: Organizations must comply with SF Human Rights Commission prohibitions against discrimination in fair housing and equal employment opportunity, and in awarding grants. Organizations must also comply with the Equal Benefits Ordinance for domestic partners.

Additional information concerning these items can be found on the HRC website at:

- http://www.sfgov.org/site/sfhumanrights_index.asp.

Ineligible Reimbursements: Funds for activities occurring prior to the commencement date of the grant agreement cannot be reimbursed.

Religious Activity: Funds may not be used for religious purposes or for the improvements of property owned by religious entities except where the grant recipient is a secular non-profit organization with a long term lease.

Political Activity: No funds received through this RFP shall be used to provide financial assistance for any program that involves political activities. Applicants must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code. Find details at: http://www.sfgov.org/site/ethics_index.asp?id=13730

Supporting Documentation: Agencies are expected to keep sufficient records of charges made against the grant. These documents will be reviewed by DCYF or state audits.

Participate in Mandatory Funders Meetings: Agencies are required to attend mandatory meetings, such as DCYF's All Grantee's Meeting or specific service area meetings.

Collaborations

Collaborative consortia, joint ventures, or a team of organizations with complementary skills and experience are permitted and highly encouraged to respond to this RFP.

Lead Agencies

Proposals from collaborative consortia, joint ventures, or teams must designate a lead agency which will serve as the fiscal agent for the partners. This lead agency or organization will be responsible and accountable for effectively and efficiently planning, managing, and delivering the services and activities described in this RFP, while providing excellent customer service and achieving the granted performance outcomes. The lead agency must also demonstrate the management and financial capability needed to effectively and efficiently deliver the program proposed and account for the grant funds.

Subcontracting

Applicants may include subcontracting arrangements with other organizations; however, these arrangements must be made prior to submission of the proposal. Confirmation of a memorandum of understanding or other formal agreement between the applicant and subcontractor may be requested by DCYF. Third party subcontracting will not be allowed.

Criminal Screening Requirement:

The City & County of San Francisco requires that all organizations and subcontractors comply with California Penal Code section 11105.3. This statute requires organizations to request from the

Department of Justice records of all convictions or any arrest pending adjudication involving the offenses specified in Welfare and Institution Code section 15660(a) for any person who applies for employment or a volunteer position with the organization, or any subcontractor, in which the individual would have supervisory or disciplinary power over a minor under his or her care.

If the organization, or any subcontractor, is providing services at a City park, playground, recreation center or beach (separately and collectively known as "Recreational Site"), the organization shall not hire, and shall prevent its subcontractors from hiring, any person for employment or a volunteer position if that person has been convicted of any offense that was listed in the former Penal Code section 11105.3 (h)(1) or 11105.3(h)(3).

If the organization, or any of its subcontractors, hires an employee or volunteer to provide services to minors at any location other than a Recreational Site, and that employee or volunteer has been convicted of an offense specified in Penal Code section 11105.3(c), then the organization or its subcontractor must comply with that section and provide written notice to the parents or guardians of any minor who will be supervised or disciplined by the employee or volunteer not less than ten (10) days prior to the day the employee or volunteer begins his or her duties or tasks. The organization shall provide, or make its subcontractors provide, DCYF with a copy of any such notice at the same time that it provides notice to any parent or guardian.

The organization must expressly require all of its subcontractors with supervisory or disciplinary power over a minor to comply with this requirement as a condition of its contract with the subcontractor.

VI. ONLINE REGISTRATION AND PROPOSAL INSTRUCTIONS

All proposals for this RFP must be submitted as an online application. There are 2 (two) steps to start the Proposal Application Process:

1. Obtaining user name and password (see STEP 1 for instructions)
2. Registering your Application Account (see STEP 2 for instructions)

All steps must be completed online. **You MAY submit multiple proposals for different Strategies under one Application Account.**

You can work on your proposal(s), SAVE your work, and work on it again at a different time. DCYF will not see your application until you click on the SUBMIT button for every section of the proposal. For most sections you can review, print, and make changes to your application throughout the process. Please remember that once a section is submitted it is considered FINAL, for further changes after SUBMISSION you need to contact City Span to gain access (contact information below)

Online Proposal Application Questions (CitySpan Technical Assistance):

(866) 469 - 6884 (Monday through Friday)

8:00 am – 5:00 pm

NOTE: All application questions and answer lengths are provided in this RFP document. These questions match those that you will find in the online application. Find Organization Information and Budget application questions in SECTION VII.

NOTE: The online application process has been tested for use on PC computers using Windows XP with Internet Explorer 7 and 8. When completing your application, you may type directly in the application or “cut and paste” from a Word document and HTML text into most sections of the application. However, DO NOT ATTEMPT to cut and paste calculated numbers or tables (for example, Excel documents) into the Budget forms. And DO NOT ATTEMPT to cut and paste any formatted outlines or lists. You must type in all Budget Form numbers.

TO GET STARTED:

Log onto www.youthservices.net/dcyf and click on LOGIN tab

- A. Click on the VPI RFP tab
- B. Register your Application Account/ Proposal
- C. Click on “CREATE”/ “ADD A PROPOSAL” and complete the following sections:
 1. Organizational Information
 2. Program Populations, Activities, and Outcomes, ~~Program Design~~
 3. Program Design
 4. Data Collection
 5. Program Setting
 6. Staff Profile
 7. Budget
 8. Budget in-kind/ Match

STEP 1:

CREATE USER NAME AND PASSWORD: *Same for All*

Create *user name and password* for your Application Account. Be sure to store account name and password somewhere safe because it is needed to access your proposals online. Use this user name and password to log in to your application from any computer with online access at any time prior to the deadline.

To Create a User Name and Password Visit:

<https://www.youthservices.net/dcyf/registration.asp> and follow the steps to obtain a user name and password. NOTE: you will need your organization's tax identification to obtain a user name and password.

STEP 2:

COMPLETE REGISTRATION: *Same for All*

When completing your Registration, you will be asked to provide the following information: Organization Name, Organization Contact Information, and Strategy of Proposed Program or Programs. In the Registration section, you can select as many strategies for which you anticipate applying.

1. Log on to the system using your user name and password
2. Click on the Registration link and follow instructions to complete Registration
3. After your Registration is submitted, you will see a link that says, *new proposal*
4. Click on this *new proposal* link to begin your first proposal
5. After clicking on the link you will be directed to a page that will contain eight (8) sections to be answered

Prior to registering, please review this RFP and determine what proposal(s) you will be submitting and what Strategy(ies) / Activity(ies) best suits your Proposed Program(s).

Submitting your Registration also serves as a Letter of Intent to apply under this RFP. However, registering does **NOT** obligate you to apply for funds. There is no other Letter of Intent required for this RFP.

To Complete Your Registration Visit:

www.youthservices.net/sfdcyfrfp and follow the steps to log on to account and complete Account Registration

DCYF suggests that you create your user name and password prior to the Pre-proposal Conferences and highly recommends that you visit www.DCYF.org and obtain "instructions on how to apply" before completing the Registration Form.

TIPS FOR COMPLETING THE ONLINE PROPOSAL

Below are a few tips to support your successful completion of an online proposal

1. Save often. The system is set to timeout if left idle. If you need to step away or take a phone call, save your work.
2. All formatting is locked in the online application process. You must adhere to the answer lengths indicated in the application questions, which are given as character counts. The online process will not allow you to extend answer lengths. Please check your work carefully prior to submission.
3. Maximum character counts will be provided online and in the question sets. If you cut and paste text from another document into your online proposal, double check that all of your text was copied successfully. Depending on the application from which you are copying, character counts may vary from your document to what is online. A good rule of thumb is to copy a few less characters than

the maximum allowed and always check that everything you intended to copy was copied successfully.

4. Review your work before submitting each section. Each section can be reviewed in PDF format by clicking on the PDF icon next to the section. Before submitting, we recommend that you review what is in the PDF version to ensure that everything you typed or copied was saved. Except in the few cases where one section must be completed before another section is started, you can wait until all sections are complete to begin submitting.
5. Read what the system is telling you. A *RED* line on the left side of the screen is an indication that something is incomplete. If there is *NO RED* line it is an indication that all fields are complete. Read the messages.
6. For those organizations submitting multiple proposals, to start a new proposal, click on the *Add Additional Proposal* button at the bottom of the screen. This step will create a link call *new proposal*. Click on this link to get started. You must identify the strategy on the strategy form AND submit the form before you can begin working on the new proposal. The online system must know the strategy in order to determine what questions you will need to answer.

CONDITIONS OF PROPOSAL

Applicants agree that submission of a proposal properly completed and signed electronically by an owner or officer of the proposing firm, agency, or organization who is duly authorized to bind the applicant, shall constitute an agreement to accept all conditions, provisions, requirements, and specifications contained in the City and County of San Francisco Request for Proposals. It is the responsibility of the organization to ensure that all named partners are in agreement with the proposal prior to submission. The Proposal shall be binding for no less than one hundred twenty (120) days. The contractor must comply with City and County ordinances and contracting requirements. For more detailed information, see the Office of Contract Administration website at <http://www.sfgov.org/site/oca>. The contract requirements include general liability and auto insurances, compliance with equal benefits ordinance, and current San Francisco business tax certificate, if applicable.

Applicants agree that all costs incurred in developing this proposal are the Applicant's responsibility and at the Applicant's cost.

Applicants agree to provide adequate staff to carry out the project and to work with City staff in ensuring that all provisions in the grant agreement are met, including timely reporting using City client tracking reporting systems.

Applicants understand and agree that any proposal may be rejected if it is conditional, incomplete, and/or deviates from the specifications contained in this City and County of San Francisco Request for Proposals. Applicant further understands and agrees that the City's representatives have the right to reject any or all proposals or to waive deviations, which are immaterial to performance. Applicant understands and agrees that minor defects may be waived at the discretion of the City. The waiver will not excuse an applicant from full performance if Applicant should be awarded the contract. Justification supporting the reason for any type of rejection will be submitted to the Applicant.

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to this RFP and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

VII. PROPOSAL QUESTIONS

SECTION 1

Program Contact Information

Overall Agency Information

1. Proposed Program Name:
2. Program Contact First Name:
3. Program Contact Last Name:
4. Program Contact Title:
5. Program Contact Email Address:
6. Program Contact Telephone Number:
7. Program Contact Fax Number:
8. Program Address:
9. Program Zip:
10. Will this Program utilize a Fiscal Agent or Sponsor? Yes / No
 - a. Fiscal Sponsor Name:
 - b. Fiscal Sponsor Contact First Name:
 - c. Fiscal Sponsor Contact Last Name:
 - d. Fiscal Sponsor Address:
 - e. Fiscal Sponsor Zip:
 - f. Fiscal Sponsor Phone:
 - g. Fiscal Sponsor Email:

SECTION 2

Agency Capacity

1. Organization Name:
2. Organization Mission Statement [1,000 characters]:

3. Year Founded:
4. Describe how the organization's mission, history, and accomplishments effectively demonstrate its ability to deliver the Proposed Program. [1,250 characters]
5. Describe the organization's experience in providing violence and prevention intervention services, particularly:
 - a. How long has your organization been providing Violence Prevention and Intervention services? [750 characters]
 - b. Describe your agency's key accomplishments in delivering Violence Prevention and Intervention services. [1,250 characters]
6. Describe the organization's system for: a) setting goals and measurable objectives for services b) collecting, using, and sharing data on participant and organizational performance, and c) communicating performance information internally and externally. [1,250 characters]
7. Does the organization currently receive funds from City & County of San Francisco departments other than DCYF, DPH or JPD sources? Yes/No

If Applicant answers YES, the Program receives funds, then you will be prompted to answer Questions 7a to 7e for each funding source and Question 8

If Applicant answers No, Program does not receive funds, then you will skip ahead to Board Profile and Development.

Contract Name

7a. City Department Name

7b. Contract End Date

7c. Contract Number

7d. Amount

7e. Purpose

8. What percentage of the organization's 2010-2011 global budget is provided through City & County of San Francisco sources excluding DCYF funds?

SECTION 3

Board Profile and Development

1. Number of Board of Directors members required by your bylaws:
2. Total number of current Board members:
3. What is the organization's approach to Board recruitment and development?
[750 characters]

Please list the officers of the organization's Board of Directors

NOTE: You do not need to list your entire board

You will be prompted to answer Questions 4.a to 4.e for each officer only on the Board of Directors. You do not need to provide names and titles for all Board of Directors.

- 4a. Board Member First Name:
- 4b. Board Member Last Name:
- 4c. Board Title:
- 4d. Phone:
- 4e. Email:

4. Please indicate the total number representing members of the organization’s Board of Directors in each category (these numbers should represent the full Board, not just the officers provided above):

Race/Ethnicity			
Asian	Black/African-American	Latino	
Native American/Native Alaskan	Pacific Islander	White	
Multiethnic			
Gender			
Male	Female	Transgender	
Age			
Ages 18 or younger		Ages 18 to 25	
Other			
Special Needs / Disabled		Present or Former Program Participants	
Residents of neighborhood served by this program	Self identified lesbian, gay, bisexual, queer	Parents / Caregivers of Present or Former Program Participants	Expertise in Communications
Expertise in Program Design	Expertise in Organization Design	Expertise in Human Resources	Expertise in Evaluation
Expertise in Policy	Expertise in Accounting	Expertise in Fundraising	

- 5. How does your organization ensure that the Board is reflective of the community or population you serve? [750 characters]
- 6. Please explain how the organization’s Board of Directors, Board Committee, or other Advisory Group provides oversight and fiscal management of the programs offered by the organization. [750 characters]

You will be prompted to check boxes to acknowledge that the following three statements are true.

By clicking on the box below you indicate that you are an authorized representative of the organization applying for funding from the Department of Children, Youth and Their Families, Violence Prevention and Intervention Services 2012 – 2013, Request for Proposals.

- Yes, I am authorized to apply for funding

By clicking on the box below you agree that your organization meets all Eligibility Requirements named in the Request for Proposals.

- o Yes, I agree that this organization meets all Eligibility Requirement

By clicking on the box below you agree that, if awarded funding, your organization will meet all Contractual Requirements.

- o Yes, I agree that this organization will meet all Contractual Requirements if awarded funding

SECTION 4

Program Populations, Activities, and Outcomes

In this section, you will identify the populations that you plan to serve, the activities you will provide, and the outcomes of those activities. DCYF will provide a list of funded activity options for each youth population type. You will have the opportunity to identify activities that you provide outside of these funded categories in the Program Design section. Following the selection of activities, you will choose program outcomes. These are the youth changes that you expect will result from participation in your activities. Please note that some outcomes already have a checkmark next to them, indicating that they are mandatory. (For example, all agencies providing Case Management and Referral Services will be expected to provide Access to Services).

DCYF will measure program outcomes based on data from several sources: data that agencies collect and enter into Contract Management System (CMS), an agency-administered youth survey, the Juvenile Justice Information System (JJIS), San Francisco Unified School District (SFUSD), and the Department of Public Health (DPH). All outcomes below will come from agency-collected data unless otherwise noted. A full list of possible program outputs are included in Appendix A. *Please also refer to the Possible Proposal Strategy and Activity Matrix below to help inform this section.*

1. What population/strategy do you intend to serve for this application?

Please click on the target populations you serve (Please reference Section VIII for Funding Category Descriptions)

- o *At-Risk/ Highly At-Risk*
- o *In-Risk: System Involved – Detention Alternatives*
- o *In-Risk: System Involved – Diversion*
- o *In-Risk: In Custody*
- o *In-Risk: Aftercare/ Reentry*
- o *At-Risk/ Highly At-Risk: Alternative Education*
- o *In-Risk: Alternative Education*

NOTE: For At-Risk/ Highly At-Risk target population selection you will be asked to choose SECONDARY PREVENTION ACTIVITIES and go to Question 2 and 2a., for all other please go to Question 3. Please reference Section VIII for Funding Category Descriptions

1. Choose (**selected population/strategy**) Activity
Please click all that apply (Please reference Section IX for Definition of Activities.)

2a. Choose outcomes related to this Activity.
Please click all that apply

2. Choose (**selected population/strategy**) Activity

- Mentorship
- Case Management (CM) & Referral Services
- Evening Reporting Center (ERC's)
- Enrichment Activities
- Home Detention
- Gender Responsive Services

3a. Choose outcomes related to this Activity.

Please click all that apply

In the narrative for your proposal, please provide additional information about the activities your agency provides that are Gender Responsive. (Please reference Section VIII for Funding Strategy Outcomes)

Possible Proposal Strategy and Activity Combination Matrix

Population	Strategy	Allowable Combination of Activities for Each Strategy
At-Risk/Highly At-Risk	Secondary Prevention	<ul style="list-style-type: none"> • Mentorship, or • Mentorship + Enrichment Activities • Shelter, or • Shelter + Enrichment Activities • Case Management & Referral Services, or • Case Management & Referral Services + Enrichment Activities • Gender Responsive Services + Mentorship, or • Gender Responsive Services + Mentorship + Enrichment Activities • Gender Responsive Services + Case Management & Referral Services, or • Gender Responsive Services + Case Management & Referral Services + Enrichment Activities
In Risk: System Involved	Detention Alternatives	<ul style="list-style-type: none"> • Mentorship, or • Mentorship + Enrichment Activities • Case Management & Referral Services, or • Case Management & Referral Services + Enrichment Activities • Evening Reporting Center (ERCs)

		<ul style="list-style-type: none"> • Home Detention • Gender Responsive Services + Mentorship, or • Gender Responsive Services + Mentorship + Enrichment Activities • Gender Responsive Services + Case Management & Referral Services, or • Gender Responsive Services + Case Management & Referral Services + Enrichment Activities
	Diversion	<ul style="list-style-type: none"> • Mentorship, or • Mentorship + Enrichment Activities • Shelter, or • Shelter + Enrichment Activities • Case Management & Referral Services, or • Case Management & Referral Services + Enrichment Activities • Conflict Resolution & Mediation, or • Conflict Resolution & Mediation + Enrichment • Gender Responsive Services + Mentorship, or • Gender Responsive Services + Mentorship + Enrichment Activities • Gender Responsive Services + Case Management & Referral Services, or • Gender Responsive Services + Case Management & Referral Services + Enrichment Activities • Gender Responsive Services + Conflict Resolution & Mediation, or • Gender Responsive Services + Conflict Resolution & Mediation + Enrichment
	In Custody	<ul style="list-style-type: none"> • Enrichment Activities, or • Gender Responsive Services + Enrichment Activities
	Aftercare/Reentry	<ul style="list-style-type: none"> • Mentorship, or • Mentorship + Enrichment Activities • Case Management & Referral Services, or • Case Management & Referral Services + Enrichment

		<p>Activities</p> <ul style="list-style-type: none"> • Intensive Supervision & Clinical Services (ISCS) • Saturday Community-Based Probation Enhancement Program (PEP) • Gender Responsive Services + Mentorship, or • Gender Responsive Services + Mentorship + Enrichment Activities • Gender Responsive Services + Case Management & Referral Services, or • Gender Responsive Services + Case Management & Referral Services + Enrichment Activities
At-Risk/Highly At-Risk	Alternative Education	<ul style="list-style-type: none"> • GED Programs • Alternative Education
In Risk: System Involved	Alternative Education	<ul style="list-style-type: none"> • GED Programs • Alternative Education

SECTION 5

Program Design, Methodology, and Implementation

1. Provide a concrete description of proposed activities and services.
 - a. Briefly describe the current and emerging needs of the program target populations and neighborhoods that you plan to serve. [1,000 Characters]
 - b. Identify where services will be provided (e.g. non-secure detention, secure detention, in-school, or community based) [750 Characters]
 - c. What are the services and activities you will provide? How will you address the expectations, activities, and outcomes that are described in Section VIII? Describe the evidence based or promising practices you have integrated into your service delivery menu. [1,800 Characters]
 - d. How will you ensure that the proposed services are appropriate to a youth's or young adult's developmental needs, as well as gender, sexual orientation, and cultural identification? [1,250 characters]
 - e. Describe any specific activities and services of your proposed program that are not included in the funding strategy descriptions, but can leverage the impact or success of services you propose in this application. [1,250 Characters]

- f. What is the frequency of the proposed activities? What are the bench marks that define the time frame for how long a youth stays in the program? (**Case Management programs should refer to DCYF's Violence Response Case Management Minimum Compliance Standards**). [750 Characters]
 - g. What are some challenges you are currently facing or have faced when implementing services? How will or have you overcome these challenges? [1,250 Characters]
2. Describe how your organization will outreach, recruit and engage youth to services. How will you plan on retain youth to complete program's services? [1,250 characters]
3. Describe in detail your process for intake, initial screening, and assessment for appropriate services. How will this Proposed Program coordinate with other public entities and/or CBOs involved with case management for the proposed population of youth? What strategies or services will be utilized for youth who are not appropriate or eligible for services? [1,500 Characters]
4. Collaboration and Linkages:
 - a. If your proposed program will be serving youth in custody and/or youth on probation, describe your existing programmatic partnership and working relationship with Juvenile Probation Department (JPD). How do you ensure program staff receives clearance from JPD to serve youth in custody, and work in collaboration with probation officers? If this is not your targeted population, enter "**Not Applicable**". [1,000 characters]
 - b. Describe in detail the formal or informal partnerships you have with schools, City agencies, service systems (such as mental health system, child welfare and justice systems), and Community Based Organization's and how will you utilize these partnerships to assist youth to reach intended program outcomes. [1,000 characters]
 - c. What have been the challenges in these partnerships? What mechanisms were utilized to overcome those challenges? [1,000 characters]
5. Describe in detail how your agency will track your referrals to other Violence Prevention and Intervention programs. How do you ensure there is no duplication of services amongst providers? [1,250 characters]
6. Describe how you will connect with and/or involve parents, caregivers, or other caring adults beyond your program staff to ensure youth are successful. [1,250 characters]

SECTION 6:

Data Collection, Reporting and Evaluation

1. Describe your organization's plan to accurately capture required data. Please clarify your organization's commitment to partnering with DCYF, DPH and JPD on all required evaluation activities. [1,250 characters]
2. Describe how your organization will utilize data to inform program implementation and to guide program improvement. [1,250 characters]

SECTION 7:

Program Setting

Program Location

1. At how many sites will the Proposed Program be provided?

You will answer Questions 2 & 3 for each Program Site

2. Name of Location of Proposed Program site (school name, name of community center, etc):

- Street address:
- Zip Code:
- Supervisorial District:

3. Program site type

- School-based
- Detention Facility
- Community-based (not at a school)
- Juvenile Probation Department referred site

You will only answer Question 3a if your program will be at a Community-based site

3a. Please check the box for the type of facility:

- SF Recreation and Park facility
- SF Public Library facility
- Public or affordable housing site
- Non-profit's owned or leased space (not faith-based)
- Faith-based organization's space
- Other: _____

The Remaining Questions apply to your entire program and are NOT site specific

4. During what time of the year is your organization proposing to operate this program?

- School-year only
- Year-round
- Summer only

5. Please list the number of weeks on average per year that this Proposed Program will serve youth participants:

6. Please list the number of days per week on average that this Proposed Program will serve youth participants:

7. Please list the total number of hours on average per year that this Proposed Program will serve each unduplicated client:

Number to be Served

*Please do not over or underestimate the number of participants you will serve, as we want to have an accurate picture of the number of participants served by each service area and strategy in order to make appropriate funding decisions. **Please NOTE that your estimations of unduplicated participants SHOULD reflect a 18 month period for questions 8-12.***

8. Cumulative Unduplicated Number of Participants to be served in a 18-month period by this Proposed Program:

9. Projected Unduplicated Number of Participants to be served at this Proposed Program by Age Group:

- Ages 10-13
- Ages 14-17
- Ages 18-21
- Ages 22-25

10. Projected Unduplicated Number of Participants to be served at this Proposed Program by Gender:

- Male
- Female
- Transgender

11. Projected Unduplicated Number of Participants to be served at this Proposed Program by

Race/Ethnicity:

- Asian
- Pacific Islander
- Black/African-American
- White
- Latino
- Multiethnic
- Native American / Native Alaskan

12. Projected Unduplicated Number of Participants to be served at this Proposed Program by youth participants' home Zip Code:

94102		94110		94118		94130	
94103		94111		94121		94131	
94104		94112		94122		94132	
94105		94114		94123		94133	
94107		94115		94124		94134	
94108		94116		94127			
94109		94117		94129			

13. If any of the following populations are part of this Proposed Program's target population, please show what percentage of the children and youth you serve are from one or more of these special populations. In the space next to the percentage, list the agencies with whom you formally collaborate for outreach and referrals to serve the population. NOTE: percentages do NOT need to equal 100.

Projected % of Participants to be served at this Proposed Program by the following demographics:

Population	Percentage	Organization Partners for Recruitment, Outreach & Referrals
Special Needs		
Public Housing		
Homeless		
Limited English		
Gay/Lesbian/Bisexual/Transgender/Questioning		
At risk of entering the Juvenile Justice		
At risk of entering the Child Welfare		
At risk of entering the Mental Health System		
At risk of not graduating or disconnected from high school		
Involved in the Juvenile Justice		
Involved in the Child Welfare		
Involved in the Mental Health System		
Immigrant		
Child of an Incarcerated Parent		
Parent under the supervision of the criminal justice system (Parole, probation, jail or prison)		

SECTION 8:

Staff Profile and Professional Development

Please provide context for us to better understand the proposed program's staffing structure.

1. Please briefly describe the roles and responsibilities of the proposed staffing structure (paid and volunteer), experience and knowledge in your service area, and how the staff design will effectively deliver services to the target population (s) (e.g. balance the data collection and record keeping requirements, keep up to date with monthly reports and attend to the fiscal oversight of the program) **Case Management programs should refer to DCYF's Violence Response Case Management Minimum Program Compliance Standards.** [1,250 Characters]
2. Please describe how the organization supports the well-being of staff that are on the front lines of violence, crime and suffering. Please share the kind of support system that is in place or the kind of support system the organization will create. [1,250 Characters]

Please include job descriptions for all key and direct service staff in the Supplemental Materials section of the application. (UPLOAD PDF FILE)

SECTION 9:

Agency Budget & Narrative

IMPORTANT: Although this RFP will fund programs over an 18-month period, applicants **are required to submit a 12 month budget projection in this section.** The online application form will automatically calculate your total 18-month request based on your 12-month budget projection.

1. Is this Proposed Program funded by DCYF in 2010-2011? Yes/No
2. Projected Global Organization Budget 2011- 2012 (If you are using a Fiscal Sponsor, please enter the total budget for your Fiscal Sponsor.):

Total 12-month Program Cost (all funding, including in-kind/matching)	% of Global Budget
\$0.00	\$0.00
DCYF 12-month Request	% of Global Budget
\$0.00	\$0.00
DCYF 18-month Request	
\$0.00	

Budget Form Note

IMPORTANT: Although this RFP will fund programs over an 18-month period, applicants **are required to submit a 12 month budget projection in this section.** The online application form will automatically calculate your total 18-month request based on your annual budget projection.

The budget is organized by the following line items: Adult & Youth Wages, Adult and Youth Benefits, Professional Services, Subcontractors, Program Materials & Supplies, Other Program Cost and Administration. Each of these line items is its own section on the form. As you work in a line item section, you will see a save button above and to the right of the section. Clicking on this save button will update your totals in the fields that are automatically calculated. Save often. Once you have data entered accurately in at least one of the line items, the Budget Section will note that all required data has been entered. This message means only that the minimum information required for the system to finalize the form has been entered. You most likely will have additional information to enter and should do so.

Once the Budget Form is completed, you must submit it before you can start the Budget In-kind/Match section. This rule is required, because the online system will need to verify that the in-kind/match amounts match what you provided in the Budget Section.

STAFF WAGES

Applicant will be asked to complete the following table for each program staff member to be paid by DCYF funds.

- *Title is the title of the staff positions that will be charged to the program. For example: Program Coordinator, Tutor, Project Liaison. Administrative staff should not be listed here, but under the Administration below.*
- *The Annual Salary is the total annual salary for the position, not just the program for which you are applying.*
- *The FTE % is the % of the position charged to the Proposed Program, not just the DCYF request. For example, if your program coordinator runs two different programs, the FTE % should be the percentage of his/her time that is charged to the Proposed Program.*

Staff Wages						
<i>Title(s)</i>	<i>Annual Salary</i>	<i>FTE (%)</i>	<i>Total Program Cost</i>	<i>DCYF Requests</i>	<i>In-Kind Donations</i>	<i>Matching Funds (Cash)</i>

YOUTH WAGES

Applicant will be asked to complete the following table for each program youth staff member to be paid by DCYF funds.

- We are allowing aggregation of Youth Wages. If there are different hourly wages for different types of youth workers please list these aggregate totals in different lines.
- NOTE: Do not list youth stipends here. Youth stipends are different from youth wages in that stipends are usually incentive based. Some agencies provide stipends to youth who complete the program or as incentives to stay in the program. Youth stipends should be recorded under the Other Program Costs category.

Youth Wages							
<i>Title/ Position</i>	<i># of positions</i>	<i>Pay/Hour</i>	<i># Hours/ per position/ per year</i>	<i>Total Program Cost</i>	<i>DCYF Requests</i>	<i>In-Kind (Donations)</i>	<i>Matching Funds (Cash)</i>

- Budget justification for Staff and Youth Wages: justify all positions (adults and youth) needed and why; justify high salaries and percentages of time.) [600 characters]
- Indicate number of hours each youth position will work per year

STAFF AND YOUTH FRINGE BENEFITS

Applicant will be asked to complete the following table for each Staff Benefit item.

- Payroll taxes such as FICA, SUI, Worker's Compensation, Health benefits or retirement benefits. Note that DCYF will not allow budgeted amounts for projected or accrual expenditures, such as vacation or sick time accrual.

Staff Fringe Benefits				
<i>Item(s)</i>	<i>Total Program Cost</i>	<i>DCYF Requests</i>	<i>In-Kind (Donations)</i>	<i>Matching Funds (Cash)</i>

Applicant will be asked to complete the following table for each Youth Benefit item.

Youth Fringe Benefits				
<i>Item(s)</i>	<i>Total Program Cost</i>	<i>DCYF Requests</i>	<i>In-Kind Donations</i>	<i>Matching Funds (Cash)</i>

- Budget justification for Staff & Youth Benefits: show your calculations for benefits and explain which staff or youth will receive which benefits and why. [600 characters]

PROFESSIONAL

Applicant will be asked to complete the following table for each Professional Service.

- This category should include individuals who provide special services in order to help you operate your program. For example: consultants, trainers, artists, dance instructors, therapists and social workers.

Professional					
Item(s)	Contract Amount	Total Program Cost	DCYF Request	In-Kind (Donations)	Matching Funds (cash)

- Budget justification for Professional: explain rationale for hiring professionals; who will be contracted and the rate of pay and hours per consultant. [600 characters]

SUBCONTRACTORS

Applicant will be asked to complete the following table for each Subcontractor.

- This refers to subcontractors who provide services to your target population to help enhance your program. Subcontractors are usually other non-profit community based agencies. Please note that some subcontractors have administrative costs as well. The overall administrative costs for both subcontractors and the lead fiscal agency cannot exceed 15% of the entire contract amount (or 10% for proposed programs using a fiscal sponsor).

Subcontractors					
Organization(s)	Contract Amount	Total Program Cost	DCYF Requests	In-Kind (donations)	Matching Funds (Cash)

- Budget justification for Subcontractors: Explain why the mentioned organizations will be contracted to provide services and what those services will be. [600 characters]
- Explain the rationale behind the contracted amount for all subcontractors.

PROGRAM MATERIALS AND SUPPLIES

Applicant will be asked to complete the following table for each Program Materials and Supplies item.

- List all cost for materials and supplies for your program. Examples of materials and supplies are arts and crafts supplies and recreational equipment.

Program Materials and Supplies					
Item(s)	Description of Cost	Total Program Cost	DCYF Request	In-Kind (Donations)	Matching Funds (cash)

- *Budget justification for Program Materials and Supplies: explain any purchase that is large or unusual and why those items are necessary for the program. [600 characters]*

OTHER PROGRAM COST

Applicant will be asked to complete the following table for Other Program Cost item.

- *This category is for items that do not fit into any of the above. For example, some staff members need to be fingerprinted before working. Fingerprinting costs can be allocated here. Other examples include: stipends, field trips, special events, mileage, phone bills, MUNI fast passes, bus rentals, graduation ceremonies, conferences, child care expenses, translators, special events & snacks/food for the children.*

Other Program Cost					
<i>Item(s)</i>	<i>Description of Cost</i>	<i>Total Program Cost</i>	<i>DCYF Requests</i>	<i>In-Kind (donations)</i>	<i>Matching Funds (cash)</i>

- Budget justification for Other Program Cost: explain any purchase that is large or unusual and why those items are necessary for the program [600 characters]
- Explain whether other funding provides enhanced services to the same youth or provides services to additional youth [600 Characters]

ADMINISTRATION

Applicant will be asked to complete the following table for any Administration Cost item.

- *This category cannot exceed 15% of the total DCYF Request (or 10% of DCYF Request for proposed programs using a Fiscal Sponsor). This includes administrative costs for subcontractors. Allowed Administration costs include: audits, insurance, bookkeepers, accounting services, portion of the executive director’s salary and a portion of other administrative support salaries. In addition, this category includes rent, equipment lease, utilities, IT costs, and janitorial services*

Administration					
<i>Item(s)</i>	<i>Description of Cost</i>	<i>Total Program Cost</i>	<i>DCYF Request</i>	<i>In-Kind (donations)</i>	<i>Matching Funds (cash)</i>

- *Budget justification Administration: explain prorated amount (is it part of the organization's cost allocation plan); explain any item that is large or unusual [600 characters]*

BUDGET IN-KIND/MATCH FORM QUESTIONS

The Budget In-kind/Match Form cannot be accessed until after the Budget Section is completed and submitted.

In Kind contribution: Any non-cash contribution. The dollar equivalent of services or goods contributed by the organization or an outside entity (another organization, individual, etc.) in support of the Proposed Program, including equipment, facility space, software, supplies, materials, license fees, and staff or volunteer time.

Applicant will be asked to complete the following table for In-kind/Match Amounts:

Budget In-Kind/ Match							
<i>Name In-Kind. Matching Source</i>	<i>Enter Grant (enter N/A if not a grant)</i>	<i>In-Kind/ Match Amount</i>	<i>Type</i>	<i>In-Kind/ Match Period - Start</i>	<i>In-Kind/ Match Period – End</i>	<i>Brief description of how funds are used in program</i>	<i>Status</i>

- **Name In-kind/Match Source:** Enter the name of the organization providing cash match or in-kind resource. NOTE: In-kind resources are products or services being provided to your proposed program free of charge.
- **Grant (enter N/A if not a grant):** Enter the name of the grant for cash resource. If in-kind match, enter N/A.
- **In-kind/Match Amount:** Enter the amount of the in-kind/match resource. If the resource is in-kind, you will need to provide a dollar value for the product or service being provided to the proposed program. NOTE: the amount must equal the amount you entered in the Budget Section for this item.
- **Type:** the options are Other Funds or In-kind. You should choose other funds for cash resources. Choose In-kind when the match is a product or service being provided to your program free of charge.
- **In-kind/Match Period – start and end:** In these two columns show the period for which the match/in-kind resource will be available to the organization to run the proposed program.
- **Brief description of how funds are used in the program:** Explain what activities or staff the resources will be used to support.
- **Status:** the options are Committed or Pending. You should only select Committed if the in-kind/match resource has been received by your organization or a formal letter committing to the in-kind/match resource has been received.

Remember to Save after entering each In-kind/Match resource. To add multiple match/in-kind resources, click on the Add Row button. If you need to delete a resource, click on the delete button to the right of the item. The on-line system will allow you to submit this section only after the amounts in this form match the amounts in the In-kind/Match columns of your Budget Section.

VIII. FUNDING STRATEGIES DESCRIPTIONS

In 2011, the Juvenile Justice Coordinating Council approved the following funding strategies:

1. Secondary Prevention
2. Alternative Education
3. Diversion
4. Detention Alternatives
5. Detention Based Services
6. Aftercare/Reentry

DCYF seeks to award organizations that can effectively and efficiently deliver high quality services to youth and young adults who are involved in or at risk for involvement in the juvenile and criminal justice systems.

Please review the following funding strategy descriptions to help determine under which strategy (or strategies) you will seek funding. Funding strategies descriptions include information regarding intended target population, key elements of programs under each strategy, and permitted activities and expected outcomes. All awarded organizations will comply with the data collection and reporting system identified during the negotiation period. Be prepared to describe core program design elements in your proposed service delivery model.

As mandated by the Juvenile Justice Crime Prevention Act (JJCPA) and other local and state funding sources, all applicants that receive funding under this solicitation must provide the following data to be used for evaluation.

Required basic data required for all strategies include:

- First, middle, and last name of all participants in all programs
- Date of participant's birth
- Gender
- Date the participant entered the program
- Date the participant exited the program
- Participant's Zip Code
- Program status at the time data is submitted (Active, Successful, Unsuccessful, or Left Thru No Fault)
- PFN (Probation File Number) number (as applicable)

All proposals should meet some basic requirements regardless of which specific strategy(ies) they seek funding under.

Successful proposals should:

- Use an articulated range of evidence-based interventions and best practices designed to meet the needs of youth and young adults and to support their development
- Demonstrate capacity to collect required data, complete reports, and participate in evaluation

- Collaborate with other service providers to ensure coordinated service delivery and to avoid duplication of services
- Clearly describe referral process for youth and young adults entering the program and monitor effectiveness of this process.
- Conduct formal intake and/or assessment to gather participant's demographic information as well as to ensure participants match intended target population definitions
- Ensure participants receive an orientation that outlines activities and expectations.
- Indicate intended length of interventions
- Clearly articulate program goals and expectations
- Explain established relationships with key law enforcement and juvenile justice partners if the proposal targets the in-risk population

In addition, proposals should also demonstrate the ability to:

- Incorporate activities to assist youth in the development of skills necessary to succeed and make positive contributions to their communities
- Support youth to build confidence, courage and connection to educational and professional networks so they can permanently avoid or exit the juvenile justice and criminal justice system
- Provide youth with opportunities for social and life skills development, educational enhancement opportunities, structured and supervised recreational activities, and exposure to positive adult role models
- Connect youth to other comprehensive programming that include: strategies for resiliency, life skills training such as problem-solving, self-control, conflict resolution, coping and anger management, accountability, goal setting, time and plan management, substance abuse education and awareness strategies, rites of passage activities, health, teen parent education and support services, teen pregnancy prevention programs and services, drop-out prevention awareness activities, and educational and vocational training opportunities

Below is a detailed description of each funding strategy approved by the Juvenile Justice Coordinating Council in 2011 and outlined in this Request for Proposals. Along with the description, key elements of each strategy are presented, as well as the targeted population and its connection with the Circle of Care. Finally, the strategy goal, activities and outcomes are stated. Note that some program outcomes are mandatory for a given activity, there are also non-mandatory outcomes; applicants have the option to include any or all of the outcomes in their program description and Program Populations, Activities, and Outcomes.

1. Secondary Prevention:

Description

Prevention strategies can be divided into two tiers: primary prevention and secondary prevention. Primary prevention programs are those more widely available to youth and young adults through schools, community centers, and similar settings. These programs are funded through other San Francisco agencies, departments and initiatives and will therefore not be included in this RFP. Secondary prevention programs target specific youth and young adults within the community who have identified risk factors for delinquency that could result in juvenile/criminal justice system involvement.

Secondary prevention intervention providers are expected to link youth to mental health, substance abuse, and workforce development services through shelter, mentorship, case management and gender responsive services.

Key Elements of Secondary Prevention Programs

In addition to meeting the requirements for a successful proposal, programs funded under the secondary prevention strategy should:

- Use evidence-based or informed case management and mentorship models (see Section IX for example of websites)
- Identify program steps if participants move from at-risk/highly at-risk to in-risk population

Target Population

At-risk and highly at-risk youth between the ages of 10-25 who are not currently involved in the juvenile or criminal justice system (not on probation or in custody). These individuals may be habitually or chronically truant, multi-system involved, involved in negative street associations, and may have some police contact.

Circle of Care Connection

- Prevention
- Early identification

Funding Strategy Goal

Agencies providing secondary prevention services should reduce the number of youth who become involved with the juvenile or criminal justice system

Activities and Outcomes

The table below presents the activities and outcomes funded under this strategy. Agencies could apply to provide one or more of these activities

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Case Management	<ul style="list-style-type: none"> • Increased access to needed services • Increased connection to community • Increased school attendance (if applicable) 	<ul style="list-style-type: none"> • Increased knowledge of post secondary options • Improved personal relationships • Improved self-confidence • Improved conflict resolution skills
Mentorship	<ul style="list-style-type: none"> • Improved personal relationships • Improved self-confidence 	<ul style="list-style-type: none"> • Increased connection to community • Improved conflict resolution skills
Shelter	<ul style="list-style-type: none"> • Provision of a safe place to stay • Increased access to needed services 	<ul style="list-style-type: none"> • None
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none"> • Program identified outcome(s) 	<ul style="list-style-type: none"> • Program identified outcome(s)

Auxiliary or Secondary Services within Activities

- Enrichment activities (see Section IX for description)

2. Alternative Education:

Description

Alternative education programs will provide innovative and formal high school or community-based academic programs to help youth and young adults ages 14 to 25 receive a High School Diploma or General Equivalency Diploma (GED) test certificate. Priority will be given to established organizations/programs that already have a proven track record to deliver long-term, high-quality, intellectually stimulating, well-structured, strengths-based, culturally competent, academically appropriate and challenging curriculum to youth and young adults that have failed in mainstream or traditional academic settings.

These programs focus on increasing academic performance and positive attitudes toward school and decreasing truancy and delinquent behavior. Alternative education programs assess academic and social abilities and skills of youth and assign them to appropriate programs and services. Additionally, these programs provide assistance through small group and individualized instruction and counseling. These programs may connect students and families to social services, if necessary, either in house or by partnering with other organizations.

Key Elements of Alternative Education Programs

In addition to meeting the requirements for a successful proposal, programs funded under the alternative education strategy should:

- Provide a clearly outlined schedule of highly structured test and diploma preparation classes
- Ensure the curriculum incorporates and addresses the cultural, emotional, economic and social experiences of target youth
- Strive to integrate project-based or experiential learning, community service and as needed restorative justice opportunities
- Strive to supplement academic instruction with opportunities for students to further develop life and coping skills, including effective communication, problem solving, conflict resolution, time management, and stress management

Target Population

At-risk, highly at-risk, in-risk and systems' involved youth ages 14 to 25. Youth may have attended multiple schools due to SFUSD required transfers, are suspended or expelled for disruptive and/or delinquent behavior, or have generally been unsuccessful at learning in a mainstream or traditional educational environment. Youth ages 14 to 18 are typically referred from the San Francisco Unified School District, the San Francisco Juvenile Probation Department, through self-referral, and/ or community-based referrals. Young adults 18 to 25 will be identified through referrals from the San Francisco Juvenile Probation Department, San Francisco Adult Probation Department, and through self or community-based referrals.

Circle of Care Connection

- Throughout the circle of care model

Funding Strategy Goal

Agencies that provide alternative education services should increase the number of students that are on-track to graduate or who earn their diploma or GED.

Activities and Outcomes

The table below presents the activities and outcomes funded under this strategy. Agencies could apply to provide one or more of these activities.

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Alternative Education Program	<ul style="list-style-type: none"> • Improved school attendance • Improved reconnection to school • Increased knowledge of post secondary options • Improved GPA • Improved academic progress 	<ul style="list-style-type: none"> • None
GED Program	<ul style="list-style-type: none"> • GED completion • GED progress • GED instruction attendance • Increased knowledge of post secondary options 	<ul style="list-style-type: none"> • Reconnection to school
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none"> • Program identified outcome(s) 	<ul style="list-style-type: none"> • Program identified outcome(s)

Auxiliary or Secondary Services within Activities

- Credit recovery
- Tutoring

3. Diversion:

Description

Programs funded under the diversion category attempt to steer youth and young adults with transgressive behavior away from the juvenile justice and criminal justice systems. The classic concept of diversion theorizes that processing certain youth through the juvenile/criminal justice system may do more harm than good. Diversion programs and services should be utilized as a primary response to youth’s disruptive behavior instead of arrest and/or detention. If a youth/adult is arrested and detained, efforts must be coordinated with the Probation Department (Juvenile or Adult) for the creation of a “release plan” which takes public safety into account along with the needs of the youth/adult.

Successful diversion will establish systematic protocols with local law enforcement, juvenile probation departments, and Adult Probation Department to identify a point of entry into services and demonstrate delivery of intensive and comprehensive services. Diversion programs focus on assessing the risks, needs and strength of youth and young adults and providing needed treatment or intervention according to these assessments. Programs funded under the diversion category will focus on decreasing the number of police and juvenile justice contacts by keeping young people in their community and family, and preventing them from further involvement with the juvenile/criminal justice system.

Key Elements of Diversion Programs

In addition to meeting the requirements for a successful proposal, programs funded under the diversion strategy should:

- Have established relationships with Police Department, Adult Probation Department, Juvenile Probation Department and Juvenile Hall ~~(please include documentation confirming the JPD's approval of in-custody access and support of in-custody service delivery)~~
- Clearly outline protocols to incorporate restorative justice principles within interventions

Target Population

In-risk youth between the ages of 14-25 who are involved with the juvenile justice or criminal justice system and might have a “release plan” although they have not been formally adjudicated. Diversion programs may receive referrals directly from the juvenile and criminal justice system, including the Police Department, Juvenile Probation Department, Adult Probation Department and District Attorney’s Office.

Circle of Care Connection

- Early Risk Identification and Intervention
- Pre-adjudication/sentencing Community-based supervision and intervention

Funding Strategy Goal

Agencies providing diversion services should decrease the number of system-involved youth who progress into deeper involvement with the juvenile and criminal justice system.

Activities and Outcomes

The table below presents the activities and outcomes funded under this strategy. Agencies could apply to provide one or more of these activities.

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Case Management	<ul style="list-style-type: none"> • Increased access to needed services • Increased connection to community • Increased school attendance (if applicable) 	<ul style="list-style-type: none"> • Increased knowledge of post secondary options • Improved personal relationships • Improved self-confidence • Improved conflict resolution skills
Conflict Resolution and Mediation	<ul style="list-style-type: none"> • Improved self-confidence • Increased connection to community • Improved conflict resolution skills 	<ul style="list-style-type: none"> • Increased access to needed services • Improved personal relationships (peers and adults)
Mentorship	<ul style="list-style-type: none"> • Improved personal relationships • Improved self-confidence 	<ul style="list-style-type: none"> • Increased connection to community • Improved conflict resolution skills
Shelter	<ul style="list-style-type: none"> • Provision of a safe place to stay • Increased access to needed services 	<ul style="list-style-type: none"> • None
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none"> • Program identified outcome(s) 	<ul style="list-style-type: none"> • Program identified outcome(s)

Auxiliary or Secondary Services within Activities

- Enrichment activities (see Section IX for description)

4. Detention Alternatives

Description

A reformed detention system includes a series of services with various degrees of monitoring and services based upon the risks of pre-adjudicated youth. Detention Alternative programs provide one or more of the following: curfew monitoring, school attendance, structured activities, high level of supervision, and reduction of opportunities to re-offend.

Programs funded under the detention alternatives strategy will provide highly structured programs and intense supervision to pre-and post-adjudicated youth, and youth at-risk of being detained due to violating their probation. Detention alternatives are community-based programs for a target group of minors who otherwise would be detained in San Francisco's Juvenile Hall, and for post adjudicated youth who are referred as conditions of probation. Detention alternatives alleviate harmful overreliance on secure confinement, reduce racial disparities and bias, and improve public safety while keeping youth and young adults engaged in their community at less cost to taxpayers.

Programs will provide activities and supervision to young people going through the adjudication process to help them successfully address pre and post adjudication requirements imposed by the juvenile/criminal justice system. These programs may provide transportation, tutoring, life skills training, recreational and other positive activities for youth during afternoons and evening hours. Youth/young adults participating in these programs must have a track record of working with San Francisco Juvenile Probation Department, and will be referred to these programs through the juvenile/criminal justice system.

Key Elements of Detention Alternatives Programs

In addition to meeting the requirements for a successful proposal, programs funded under the alternatives to detention strategy should:

- Have clearly established relationships with San Francisco's Juvenile Courts, Juvenile Probation Department, Public Defender's Office, and District Attorney's Office (~~letters of support from key departments is highly encouraged~~)
- Collaborate with other organizations that can supplement additional program activities by providing intensive case management or other support services to participants

Target Population

In-risk youth between the ages of 10-18 who are involved with the juvenile justice system. Pre-adjudicated and post-adjudicated youth who are court referred as an alternative to secure confinement.

Circle of Care Connection

- Pre-Adjudication Community-based Supervision and Intervention
- Post-Adjudication Community-based Supervision and Intervention
- Intensive Post-Adjudication Community-Based Intervention and Supervision

Funding Category Goal

Agencies providing Detention Alternatives programs should decrease the number of system-involved youth who are placed in the custody of the juvenile or criminal justice system.

Activities and Outcomes

The table below presents the activities and mandatory outcomes funded under this strategy.

Agencies could apply to provide one or more of these activities.

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Case Management	<ul style="list-style-type: none">• Increased access to needed services• Increased connection to community• Increased school attendance (if applicable)• Increased court hearing attendance (if applicable)	<ul style="list-style-type: none">• Increased knowledge of post secondary options• Improved personal relationships• Improved self-confidence• Improved conflict resolution skills
Evening Reporting Centers	<ul style="list-style-type: none">• Increased connection to community• Increased school attendance• Court hearing attendance	<ul style="list-style-type: none">• Improved personal relationships (adults)• Improved self-confidence• Improved GPA (for youth in school, excluding GED)• Improved conflict resolution skills
Home Detention	<ul style="list-style-type: none">• Increased connection to community• Increased school attendance• Court hearing attendance	<ul style="list-style-type: none">• Increased connection to community• Improved personal relationships (adults)• Improved self-confidence• Improved GPA• Improved conflict resolution skills
Mentorship	<ul style="list-style-type: none">• Improved personal relationships• Improved self-confidence	<ul style="list-style-type: none">• Increased connection to community• Improved conflict resolution skills
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none">• Program identified outcome(s)	<ul style="list-style-type: none">• Program identified outcome(s)

Auxiliary or Secondary Services within Activities

- Enrichment activities, Case Management and Mentorship only (see Section IX for description)

5. Detention Based Services:

Description

Detention Based Services provide coordinated, planned programs and services to youth in detention to ensure their needs are addressed, to help them increase resilience, and prepare them to go back to their community. Services can be provided at the Juvenile Justice Center or at Log Cabin Ranch.

Key Elements of Detention Based Services Programs

In addition to meeting the requirements for a successful proposal, programs funded under the detention based services strategy should:

- Have established working relationships with Juvenile Probation Department and Juvenile Hall (DCYF will verify with JPD during the proposal review process)
- Provide well-structured and clearly defined curriculum, schedule, and menu of activities
- Provide high-quality and meaningful life-skills/support, or other services for detained youth while they go through the adjudication or out-of-home placement process

Target Population

In-risk youth between the ages of 10-25 who are in the custody of the juvenile or criminal justice system.

Circle of Care Connection

- County Detention

Funding Category Goal

Agencies providing detention-based services should increase the number of in-custody youth who are prepared to exit the juvenile and criminal justice system.

Activities and Outcomes

The table below presents the activities and mandatory outcomes funded under this strategy. Agencies could apply to provide one or more of these activities.

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Enrichment Activities	<ul style="list-style-type: none"> • Improved personal relationships with peers • Increased self confidence 	<ul style="list-style-type: none"> • Improved personal relationships (adults)
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none"> • Program identified outcome(s) 	<ul style="list-style-type: none"> • Program identified outcome(s)

6. Aftercare/ Reentry:

Description

Reentry services are important to support individuals reentering their communities and reconnecting with their families. Pre-release preparation is extremely important for a successful reentry process, and reentry planning must start well in advance prior to the actual release of the youth or young adult. Expanding probation and parole case planning capability to accomplish successful reentry is essential. This can be achieved through partnership between community-based organizations (CBOs), law enforcement and other government agencies.

Transitional case management programs, usually provided by CBOs or by a partnership between these with parole/probation entities, should reach youth and young adults in detention prior to their release in order to understand their needs, build rapport, enhance their motivation for positive change and help them identify their goals, strengths and interests. Reentry case plans addressing the needs

of youth upon release should be a product of this partnership. Youth case plans must also include his or her interests, goals and talents as a way to empower participants to take an active role in the success of his or her reentry.

Key Elements of Aftercare/Reentry Programs

In addition to meeting the requirements for a successful proposal, programs funded under the aftercare/reentry strategy should:

- Have established working relationships with Juvenile Probation Department and Juvenile Hall (DCYF will verify with JPD and APD during the proposal review process)
- Provide transition/reentry services that connect youth with ongoing support that is needed to permanently exit the juvenile justice system and stay focused on positive activities such as education, employment, behavioral health treatment, among others

Target Population

In-risk youth between the ages of 10-25 who are exiting the juvenile or criminal justice system and reentering their communities. Youth and young adults participating in this strategy are system-involved and could be transitioning out of detention or out-of-home placement.

Circle of Care Connection

- Aftercare

Funding Strategy Goal

Agencies providing Aftercare/Reentry services should support the successful transition of youth and young adults exiting the juvenile and criminal justice system and reentering their communities.

Activities and Outcomes

The table below presents the activities and mandatory outcomes funded under this strategy.

Agencies could apply to provide one or more of these activities.

Activity	Mandatory Outcomes	Non-Mandatory Outcomes
Case Management	<ul style="list-style-type: none"> • Increased access to needed services • Increased connection to community • Increased school attendance (if applicable) • Adherence to terms of probation (if applicable) • Payment of court-ordered restitution (if applicable) • Increased court hearing attendance (if applicable) 	<ul style="list-style-type: none"> • Increased knowledge of post secondary options • Improved personal relationships • Improved self-confidence • Improved conflict resolution skills
Intensive Supervision and Clinical Services	<ul style="list-style-type: none"> • Improved functioning and well-being • Improved conflict resolution skills • Improved personal relationships • Increased access to needed 	<ul style="list-style-type: none"> • Increased knowledge of post secondary options • Improved self-confidence

	<p>services</p> <ul style="list-style-type: none"> • Increased connection to community • Increased school attendance (if applicable) • Adherence to terms of probation (if applicable) • Payment of court-ordered restitution (if applicable) • Court hearing attendance (if applicable) 	
Mentorship	<ul style="list-style-type: none"> • Improved personal relationships • Improved self-confidence 	<ul style="list-style-type: none"> • Increased connection to community • Improved conflict resolution skills
Saturday Community-Based Probation Enhancement Program (PEP)	<ul style="list-style-type: none"> • Reduced used of secured detention. 	<ul style="list-style-type: none"> • None
Gender Responsive Services (must be coupled with another activity)	<ul style="list-style-type: none"> • Program identified outcome(s) 	<ul style="list-style-type: none"> • Program identified outcome(s)

Auxiliary or Secondary Services and Allowable Services within Activities

- Enrichment activities for Case Management and Mentorship only (see *Section IX for description*)

IX. DEFINITION OF ACTIVITIES

The broad activities listed under each strategy may include a number of more specific actions. A service like “case management” can take many forms and could be delivered within the different strategies presented in this Request for Proposal. This section defines some of the specific activities and types of programming the Joint Funders will support. Young people may receive services that fall under several strategies, depending on their level of risk/system-involvement and their specific needs. The activities identified by applicant organizations should utilize evidence based and informed practices to ensure quality programming (i.e. as highlighted in Case Management). There are many promising and effective programs already established in San Francisco and many resources available to guide future work in violence prevention and intervention.

A number of organizations maintain databases of evidence-informed programs and best practices in violence prevention and intervention, service providers can explore these databases to find models that work best for their organization, targeted population and strategy:

- The Office of Juvenile Justice and Delinquency Prevention's Model Programs Guide (MPG): <http://www.ojjdp.gov/mpg/default.aspx>
- The Office of Justice Programs' CrimeSolutions.gov: <http://www.crimesolutions.gov>
- The Center for Study and Prevention of Violence: <http://www.colorado.edu/cspv/index.html>
- Find Youth Info: <http://www.findyouthinfo.gov/index.shtml>
- Resource Guide for Promoting An Evidence-Based Culture: <http://www.systemsofcare.samhsa.gov/ResourceGuide/ebp.html>

A. **Alternative Education Programs:**

Description

Alternative Education programs provide innovative and formal high school or community-based academic programs to help youth and young adults ages 14 to 25 receive a High School Diploma or progress in their academic achievement. These organizations/programs have a proven track record to deliver long-term, high-quality, intellectually stimulating, well-structured, strengths-based, culturally competent, academically appropriate and challenging curriculum to young adults that have failed in mainstream or traditional academic settings.

Alternative Education Programs will be provided under the following funding strategy:

1. Alternative Education

Key Elements of Alternative Education Programs

See Key Elements of Alternative Education Programs in Section VIII

Alternative Education Programs Mandatory Outcomes

- Improved school attendance
- Progress towards credit recovery
- Progress toward GED completion

- Progress towards high school diploma

Auxiliary or Secondary Supportive Services include activities such as:

- Credit Recovery: Credit recovery programs are course-specific, skill-based learning opportunity for students who have previously been unsuccessful in mastering content/skills required to receive course credit or earn promotion
- Tutoring: Tutoring activities aim to support participants' academic improvement by enhancing classroom instruction with high quality material and highly qualified tutors. Tutoring services should be provided through structured sessions, with a defined level of intensity and consistency (according to participant developmental and academic level)

B. Case Management and Referral Services:

Description

All programs providing Wraparound Case Management and Referral Services will be required to meet all Violence Response Case Management Minimum Program Compliance Standards as outlined by DCYF's Minimum Compliance Standards (2008)

Wraparound Case Management and Referral services include programs whose primary purpose is to provide case management services to youth, young adults age 14-25 and their families. Services may be provided in any number of settings including schools, community-based locations, in-custody and/or other locations that meets the demand of at-risk, highly at-risk and in-risk youth and young adults.

Programs may also be required to adhere to DCYF's Health and Wellness Minimum Program Compliance Standards (2008). In this instance Wraparound Case Management programs will provide counseling, linkage and brokering of services and advocacy to their clients. Client service needs should be identified through intensive intake and assessment of clients, comprehensive case planning and re-assessment.

Wraparound Case Management Programs will be provided under the following funding strategies:

1. Secondary Prevention
2. Diversion
3. Detention Alternative and
4. Aftercare/Reentry

Case Management Programs applying under the Detention Alternatives strategy are required to work closely with and receive referrals from either Evening Reporting Centers (ERCs), Home Detention providers, or Community Response Network (CRN).

As outlined in *DCYF Violence Response Minimum Program Compliance Standards*, violence prevention and intervention case management could fall under three different service strands depending on the level of need of youth and young adults receiving this service: Risk Reduction & Linkage (RRL), Restorative Case Management (RCM), and Intensive Case Management (ICM).

Risk Reduction & Linkage (RRL)– Facilitates referrals and linkages to services in order to mitigate immediate risk factors that are not chronic issues for the youth or young adult.

- Organizations should be prepared to complete the referral and linkage within one to six direct contacts with client and referred agency or service
- Status of referral should be verified between two and four weeks after completed

Restorative Case Management (RCM)– Seeks to stabilize functioning of at-risk and highly at-risk youth and young adults. These youth and young adults are starting to demonstrate signs of aggressive or delinquent behavior. They may be experimenting or using drugs and alcohol. They present some level of truancy, show a drop in grades, demonstrate increased disruptive or combative behavior in school, at home or in social environments; they lack interest in pro social activities and may not have a positive role model. These individuals may be multisystem involved, they may have been a victim of violence, and may have been picked up for a first contact with the juvenile/criminal justice system.

- Organizations should be prepared to provide 1-6 months of restorative case management
- Caseloads should be at 1 staff to 20 youth ratio

Intensive Case Management (ICM) –Seeks to stabilize functioning of at-risk, highly at-risk and in-risk youth and young adults. These youth and young adults are clearly demonstrating delinquent behaviors. They are failing to perform in school, are becoming increasingly more truant, found to be hanging out in high crime spots, not responding to available positive mentorship, have parents/guardians that are expressing parenting challenges, and may be involved with the juvenile/criminal justice system.

- Organizations should be prepared to provide 6-12 months of Intensive Case Management
- Caseloads should be at 1 staff to 8-10 youth/young adults

(Note: Agencies will be requested to show adherence with DCYF Violence Response Minimum Program Compliance Standards before they will be eligible to receive funding for this activity)

Wraparound case management services could be delivered in school or community-based settings, or when a young person is preparing to exit the juvenile/criminal justice system. Agencies providing case management services within any of the service strategies may provide *auxiliary* or *secondary supportive services*. These include an array of auxiliary services that directly support case management clients. Secondary Supportive Services are either an entry point to case management or an additional service to which case management refers clients. These programs allow for participant engagement and follow up, as well as group work. Secondary support services may be provided by the applying agency and/or may be sub-contracted to agencies identified by the lead agency as providing critical services to the target population. Sub-contractor agencies must meet the minimum experience qualification of providing service to the target population for a minimum of 3 years.

Case management providers usually refer participants to other agencies or community based organizations where they can receive needed services. However, case managers could provide

these services themselves according to their expertise and the nature of the program. Some of the services youth and young adults may need referrals include but are not limited to:

- Clinical behavioral health services
- Conflict mediation support groups
- Leadership development groups
- School based life skills groups/classes
- Detention based life skills groups
- Transitional and reentry services
- Court support and advocacy
- Vocational training
- Substance abuse service or treatment
- Services for families
- Enrichment programs
- Employment Services (such as DCYF's Youth Workforce Development High Risk service providers)
- Tattoo Removal
- Housing

Key Elements of Case Management

In addition to key elements of Secondary Prevention, Diversion, Detention Alternatives and Aftercare/Reentry Programs; Wraparound Case Management programs should also:

- Adhere to DCYF's Case Management Minimum Compliance Standards
- Clearly identify under which strategy services will be provided (i.e. Secondary Prevention, Detention Alternatives, etc.)
- Screen and identify participants eligible for services
- Assess and develop appropriate level of intervention (RCM or ICM) for participants according to their level of risk and needs
- Provide intervention within its specific timeframe and intensity
- Reassess participant's level of risk and needs on a regular basis and modify intervention as appropriate
- Promote trust and confidence between participants and staff in a supportive environment to provide young people guidance and emotional support
- Ensure a program environment where participants are physically and emotionally secured and their rights to privacy are respected
- If the activity is hosted in any detention facilities, applicants are expected to adhere to protocols established by either the Juvenile Probation Department or Adult Probation Department

Case Management Mandatory Outcomes

- Payment of court ordered restitution
- Increased access to needed services
- Increased connection to community
- Increased school attendance (if applicable)
- Increased adherence to terms of probation (if applicable)
- Increased court hearing attendance (if applicable)

Auxiliary or Secondary Supportive Services

- Enrichment Activities

C. Conflict Resolution and Mediation:

Please note that this Conflict Resolution and Mediation activity does not reflect that of the street and school based conflict resolution and crisis response of the Community Response Network

Description

Conflict Resolution encapsulates a wide range of methods to address the sources of conflict. This can take place in various levels whether it is on the personal, professional local or state level. Conflict Resolution seeks to find means of resolving any conflict and curtailing it from continuing it in less constructive forms. Some processes of Conflict Resolution include negotiation and mediation. The term "conflict resolution" is sometimes known as dispute resolution or alternative dispute resolution.

Mediation is a voluntary and confidential process in which a facilitator (neutral third-party) helps people discuss difficult issues and negotiate an agreement. Basic steps in the Mediation Process include: 1) gathering information 2) framing the issues 2) developing potential options 3) negotiating, and 4) formalizing agreements. Parties in mediation create their own solutions and the mediator does not have any decision-making power over the outcome.

Conflict resolution and mediation services will be provided under the following funding strategies:

1. Diversion

Key Elements of Conflict Resolution and Mediation

In addition to key elements of Diversion programs, Conflict Resolution and Mediation services should also:

Conflict Resolution:

- Provide the opportunity to broaden youth and young adult's ability to re-define and approach conflict
- Create a supportive environment for resolving conflict
- Provide Conflict Resolution skills (i.e. effective communication and/or listening skills)
- Have a process to assess and resolve conflict
- Assist participants in separating group and/or self interests from their positions
- Create a "Win-Win" problem-solving opportunity
- Reach a "Win-Win" solution

Mediation:

- Define conflicts, issues and concerns
- Clarify viewpoints, interests and positions
- Facilitate communications between parties
- Develop tangible options and alternatives for resolving problems
- Reach general/mutual understandings
- Develop a settlement agreement that:

- is practical/realistic/feasible
- meets the needs of all parties
- is able to withstand time

Conflict Resolution and Mediation Mandatory Outcomes

- Improved self-confidence
- Improved conflict resolution/ mediation skills
- Increased connection to community

Auxiliary or Secondary Supportive Services

- Enrichment Activities

D. Enrichment Activities:

Description

Enrichment Activities include anger management classes, arts programs, cultural (identity and diversity) programs, life skills training, sports programs, music recording, writing workshops, field trips, outings and retreats. These services provide the means for youth and young adults to engage in positive, productive activities while establishing interpersonal relationships, developing trust, and provide access to opportunities. Enrichment Activities also allow youth and young adults to belong to a group they can relate to and call their own.

Enrichment activities can be delivered in a variety of settings, school, community, and detention or treatment facilities. All enrichment activities are expected to provide structured and curriculum based activities. The following DCYF service categories will be considered enrichment activities (for a description of the service categories see DCYF Service Category Definition, 2010):

- Arts, Music and Cultural Activities
- Community Service/Service Learning
- Culture, Identity, and Diversity
- Health Violence Prevention and Education
- Life Skills Training
- Anger Management
- Sports, Physical Activity and Recreation

Enrichment Activities will be provided as an auxiliary or secondary service under the following funding strategies:

1. Secondary Prevention
2. Diversion
3. Detention Alternatives
4. Aftercare/reentry

Enrichment Activities will be provided as a main service under the following funding strategy:

1. Detention Based Services

Key Elements of Enrichment Activities

Enrichment Activities should:

- Adhere to DCYF Service Category Definitions, (2010)
- Provide youth with comprehensive services, such as strategies for resiliency, target victimization, life skills training such as problem-solving, self-control, conflict resolution, coping and anger management, accountability, goal setting, time and plan management, substance abuse education and awareness strategies, rites of passage activities
- If the activity is hosted in any detention facilities, applicants are expected to adhere to protocols established by either the Juvenile Probation Department, San Francisco Sheriff's Department and/or Adult Probation Department

Enrichment Activities Mandatory Outcomes

- Improved personal relationships with peers
- Increased self confidence

E. Evening Reporting Centers:

Description

Evening Reporting Centers are an alternative to detention that emerged as result of the Juvenile Detention Alternative Initiative (JDAI). In-risk youth and young adults receive intensive supervision within their communities by specialized staff with experience and expertise in dealing with the types of problems faced by participants. Mandated reporting centers offer the benefit of supporting in-risk youth to comply with their court requirements and to avoid new law violations.

Evening Reporting Center services will be provided under the following funding strategy:

1. Detention Alternative

Key Elements of Evening Reporting Centers

In addition to key elements of Detention Alternatives Programs, Evening Reporting Center Services should also:

- Be able to provide services to twelve participants at any given time period
- Be able to provide transportation to and from the program
- Be able to provide a suitable physical location where the range of services can be provided
- Be located in the following geographical areas: Bayview/ Hunters Point, Western Addition or Mission Districts
- Provide highly structured and well-supervised group activities during the hours of 4:00 pm – 8:00 pm Monday thru Friday
- Provide services to participants for a short term period and a maximum of six (6) weeks
- Demonstrate capacity in providing mental health services for participants
- Ensure court appearance and reduce the likelihood of re-arrest while allowing the participant to continue attending school and remain at home
- Work collaboratively with probation officers to ensure participant is accountable to school, family, court, and all probation conditions

Evening Reporting Center Mandatory Outcomes

- Increased connection to community
- Increased school attendance
- Increased court hearing attendance

F. GED Programs:

Description

GED programs support students who are eligible to take the GED exam to receive the needed credential to pursue secondary education or to enter the workforce. Typically, GED programs engage participants in test preparation activities covering the main sections of the test: Language Arts, Mathematics, Social Studies, and Science. Some GED programs have demonstrated better outcomes for participants when they include cognitive development principles and create studying materials that are meaningful to the students outside of the classroom setting.

GED Programs will be provided under the following funding strategy:

1. Alternative Education

Key Elements of Program Design

In addition to Key Elements of Alternative Education Programs in Section VIII, GED Programs should:

- Support and assist participants to explore post secondary options (i.e. trade school, college, employment)
- Support and assist participants to navigate the application, admission and registration processes of post secondary options

GED Programs Mandatory Outcomes

- GED completion
- GED progress
- GED instruction attendance
- Increased knowledge of post secondary options

G. Gender Responsive Services:

Description

Gender Responsive Services supports practices and programs specifically designed around and responsive to the unique needs of young women. Gender Responsive Services should empower all sexual orientations and cultural identities, and help young women and girls avoid or reduce juvenile or criminal justice system involvement; in the same way these services should support those already in contact with the system to successfully and permanently exit it.

Gender Responsive Services will be funded across all strategies. Applicants who wish to provide gender responsive services should identify their target population, the appropriate funding category, and a fundable activity to pair with gender responsive service provisions. For example, an agency might apply to provide gender responsive enrichment activities to young women in Detention Based Services.

Key Elements of Gender Responsive Services

Gender Responsive Services should:

- Provide comprehensive gender responsive programming that addresses the unique needs of girls and young women (i.e. healthy relationship, safety, empowerment, and competency)
- Integrate information about female health; teen parent education and support services; teen pregnancy prevention programs and services

Gender Responsive Services Outcomes

In addition to striving to achieve the goals of the activities paired with Gender Responsive Services. These services will:

- Decreased the number of girls and young women that become involved with the juvenile system
- Decreased the number of girls and young women that progress into deeper involvement with the juvenile or criminal justice system
- Support successful reentry for those girls and young women exiting the juvenile and criminal system

H. Home Detention:

Description

Home Detention is one of the core interventions in the continuum of a reformed juvenile justice system, designed to serve pre-adjudicated youth with monitoring of curfew and school attendance and writing weekly reports for the probation officer

Home Detention services will be provided under the following funding strategy:

1. Detention Alternatives

Key Elements of Home Detention

In addition to key elements of Detention Alternative Programs, Home Detention Services should also:

- Work collaboratively with probation officer to ensure participant is accountable to school, family, court, and all probation conditions

Home Detention Mandatory Outcomes

- Increased school attendance
- Increased court hearing attendance

I. Intensive Supervision and Clinical Services (ISCS):

Description

Intensive Supervision and Clinical Services (ISCS) is a combination of community supervision and community, home and school based targeted clinical and case management services. "Targeted Case Management" means services that assist a beneficiary to access needed medical, educational, social, prevocational, vocational, rehabilitative, or other community services. The service activities may include, but are not limited to:

- Communication coordination and referral
- Monitoring service delivery to ensure beneficiary access to service and the service delivery system
- Monitoring of the beneficiary's progress and plan development

ISCS participants or beneficiaries are involved with the juvenile justice system. Service providers offering this service are expected to work very closely with their clients' probation officers and at a minimum will meet with probation staff and provide progress reports (1x) one-time per month.

Intensive Supervision and Clinical Services could be delivered in two forms: intensive community supervision and clinical services or clinical services alone.

Intensive Community Supervision and Clinical Services –is available for adjudicated youth and must be ordered by probation for up to 6 months.

- Intensive supervision includes daily curfew checks
- Weekly school checks
- Monthly coordination, reporting and collaborative planning with probation
- It is expected that programs will reserve at least half of their slots for this service option

Clinical Services Alone – is available to youth who are at any point in the juvenile justice system (i.e. pre and post-adjudicated). Clinical Services should not exceed 12-18 months.

- While it is required that youth in this program have a demonstrated need for intensive clinical services requiring three or more face to face contacts per week, as they improve community-based mental health services may be provided at varying frequencies with varying session lengths and durations
- A clinical practice in which the services are provided at an average frequency that is consistent with best or evidence-based practice
- The session length is appropriate to the level of the individual client's needs, and
- Duration of care is consistent with best or evidence-based practice

Intensive Supervision and Clinical Services will be provided under the following funding strategies:

1. Aftercare/reentry

Key Elements of ISCS

Intensive Supervision and Clinical Services should:

- Be provided by agencies certified to offer Early Periodic Screen Diagnosis and Treatment (EPSDT) by San Francisco Department of Public Health
- Empirically assess youth criminogenic risks factors and behavioral health needs using standardized tolls such as the Child and Adolescent Needs and Strengths Methodology (CANS)
- Collaboratively partner with probation officers on the youth's service plan coordination and implementation

- Reassess youth according to the Child, Youth and Family System of Care mandated schedule to monitor whether treatment is appropriate and effective
- Ensure coordination of care when multiple providers are involved, documentation of memoranda of understanding with both public and private child, youth and family serving agencies to provide coordinated and integrated care to clients, must be available
- Have clear knowledge and understanding of the need for collaboration with a full range of service providers, including substance abuse, mental health, and primary agencies, as well as the importance of developing community-based, natural supports for children, youth and families
- Ability to document and communicate service planning, delivery and outcomes within the program and to Community Behavioral Health Services-Department of Public Health
- Collaborate with ISCS Program Psychiatrist and demonstrate ability to provide psychiatric services at clinic site (i.e. by using clinic psychiatrist or ISCS psychiatrist)

ISCS Mandatory Outcomes

- Improved functioning and well-being
- Improved conflict resolution skills
- Improved personal relationships
- Increased access to needed services
- Increased connection to community
- Increased school attendance (if applicable)
- Adherence to terms of probation (if applicable)
- Payment of court-ordered restitution (if applicable)
- Court hearing attendance (if applicable)

J. Mentorship:

Description

Mentoring programs would pair youth and young adults with an adult, peer, or group. Through the establishment of mentor-mentee relationship, youth will be exposed to a range of activities or opportunities to build relationships and engage in positive experiences.

An effective mentoring program should provide the youth with general guidance and support; promote personal and social responsibility; increase participation in education; support youth returning to their communities after confinement; discourage use of illegal drugs and firearms; discourage involvement in gangs, violence and other delinquent activity; and encourage participation in community services activities.

- Mentorship could be delivered in three forms: group mentoring, one on one, peer (cross age), and/or detention-community based

Group Mentoring –Small group mentoring requires one mentor with a small group of young people or several mentors working with a small group of young people. In either case, the mentor to mentee ratio should be no greater than 1:4.

- Groups should range in size from two to 32 youth, average should be about 10
- More than half of group mentors should work with at least one other mentor on a team
- Groups could meet in various settings (i.e. schools)
- Average meeting time should be 21 hours a month

- Focus of activities may vary, and they can be both structured and unstructured

One on One Mentoring –A structured, one-to-one relationship between One adult to One young person that focuses on the needs of mentored participants; fosters caring and supportive relationships; encourages individuals to develop to their fullest potential; and helps an individual to develop his or her own vision for the future.

- This type of mentorship should be paired with other support such as enrichment activities

Peer (Cross Age) Mentoring –In this case the mentor is an older youth, typically high school-aged, who is paired or matched with an elementary or middle school-aged child. Meetings almost always take place in the school context, although they could also take place in camps, youth centers, and other youth organizations which informally, or for a short duration, pair younger youth with older youth for the purpose of providing the younger youth guidance, social support, or instruction.

- Cross-Age Peer Mentoring programs activities should be structured (i.e. high school-aged mentors work with children at school, either in the classroom, after school, or during lunch)
- Mentorship relationship should last more than ten meetings. Each meeting could last between one to two hours
- Meetings could occur within a larger group, such as where ten to 20 pairs may meet in one location at a school sometimes engaging in group-based activities for all or part of the meeting
- The primarily focus of this mentorship should not be deficit or problem reduction,
- The age span between mentor and mentee should be of at least two years

Detention/Community Based Mentoring –Youth in detention are provided One on One mentoring matches during secure confinement, through transition back to the community, and post-release.

- Matches should be made while the youth is in custody or shortly after release
- Structured support is a core element of this type of mentorship
- There should be a significant contact between mentor and mentee
- Youth should perceive the mentor as a friend rather than an authoritative figure

Mentorship programs will be provided under the following funding strategies:

1. Secondary Prevention
2. Diversion
3. Detention Alternative
4. Aftercare/Reentry

Key Elements of Mentorship

In addition to key elements of Secondary Prevention, Diversion, Detention Alternative and Aftercare/Reentry Programs, Mentorship should also:

- Clearly identify under which strategy services will be provided (i.e. secondary prevention, detention alternatives, etc.)
- Screen and identify participants eligible for services
- Use rigorous approaches to screen and train mentors
- Arrange activities to facilitate mentor-youth relationship development
- Provide ongoing support for mentors to strengthen relationships and minimize early match

- closures
- Encourage the Support and involvement of parents
- Length of intervention should last a minimum of 9 months

Mentorship Mandatory Outcomes

- Improved personal relationships
- Improved self-confidence

Auxiliary or Secondary Supportive Services

- Enrichment Activities

K. *Saturday Community-Based Probation Enhancement Program (PEP):*

Description

Saturday Community-Based Probation Enhancement Program (PEP) would provide youth education and parent empowerment. This program will serve as an alternative to weekend detention and as a sanction in response to technical violations as an alternative to detention due to a probation violation.

This program will offer presentations for parents and system involved youth one Saturday each month. It will also host community service days for youth once a month. Presentations will be co-facilitated between service providers and Probation Officers (PO) and should address orders of probation, importance of court attendance, and remedies to addressed missed court days or PO office visits. The PEP would also offer interactive and meaningful activities designed to reinforce the purpose of juvenile probation.

Youth will also participate in a day long community service project directed by the service provider that fosters community identification, connections and responsibility.

Saturday Community-Based Probation Support Program will be provided under the following funding strategies:

1. Aftercare/Reentry

Key Elements of Saturday Community-Based Probation Support Programs

In addition to key elements of Aftercare/Reentry Saturday Community-Based Probation Support Programs should also:

- Provide a comprehensive community services curriculum that focuses on community engagement

Saturday Community-Based Probation Support Program Mandatory Outcomes

- Reduced used of secured detention

L. *Shelter:*

Description

Community Care Licensed shelter services provide short term (1 to 45 days) emergency housing for at-risk, highly at-risk and in-risk youth and young adults. Shelter services may also

provide residential services for youth in need of a place to stay pending further court action, or when his or her petition is being dismissed and detention is not longer appropriate. All program sites must also provide referral sources to secure independent living and/or family reunification for youth and young adults.

Shelter services will be provided under the following funding strategies:

1. Secondary Prevention
2. Diversion

Key Elements of Shelter

In addition to key elements of Secondary Prevention and Diversion Programs, Shelter Services should also meet the following criteria:

- California Community Care Licensing Requirements
- Agencies working with the In-Risk target population must adhere to working with the Juvenile Probation Department requirements and referral protocols.

Shelter Mandatory Outcomes

- Provision of a safe place to stay
- Increased access to needed services

Auxiliary or Secondary Supportive Services

- Enrichment Activities

X. SELECTION

Eligibility Review

Upon submission, DCYF, DPH & JPD staff will conduct a technical review to determine if proposals meet all the required eligibility.

Technically, non-compliant applications will:

- Fail to answer all questions
- Fail to follow RFP instructions
- Fail to submit supported documents as instructed on the RFP

Proposals that do not follow instructions will be immediately removed from further consideration. Please be sure to review this RFP carefully.

DCYF, DPH & JPD staff will ensure that applicants that are current grantees are in compliance with applicable compliance standards. Applicants that are out of compliance may be immediately removed from further consideration. Current DCYF funded agencies fiscal or program findings may negatively impact DCYF's award decision.

Department Evaluation

DCYF, JPD, and DPH will determine the final selection of awards for the strategies it will fund based upon:

- Community Scoring
- The extent to which the Proposed Program meets the preferred qualifications listed in each strategy
- The extent to which the Proposed Program sufficiently serves the target populations established in the Local Action Plan
- The extent to which the Proposed Program helps provide valuable services for children and youth throughout San Francisco
- The extent to which the Proposed Program is aligned with other public funding

Community Scoring

All applications meeting Minimum Eligibility Requirements will be read and scored by a panel of community members with experience in the respective service areas. Each will be familiar with the goals, identified community needs, and desired outcomes presented in this RFP. Individual scores will be combined, reviewed and ranked by staff. Proposed programs in each strategy may be ranked by these combined scores. Community members will review all proposals using the following point breakdown:

<u>Sections:</u>	<u>Points:</u>
1. Agency Contact	0
2. Agency Capacity	15
3. Board Profile & Development	5
4. Program Populations, Activities & Outcomes	0
5. Program Design	55
6. Data Collection	5
7. Program Setting	0
8. Staff	5
9. Budget Narrative	15
Total:	100

Any attempt by an applicant to contact a member of the community scoring panel during the proposal review process may result in the elimination of that proposal from consideration.

Current DCYF-funded Organizations

The organizations past performance for fiscal years 2009-2010 and 2010-2011 will be reviewed.

Those who are not DCYF funded organizations: As part of the proposal review process, DCYF staff may conduct program site visits and interviews for programs not currently funded by DCYF. These visits and/or interviews will only be scheduled on submission of a competitive proposal. Site visits or interviews will be scheduled in early November 2011.

Award Announcement

DCYF, DPH and JPD are scheduled to announce tentative awards by December of 2011. Organizations will be notified via email and postal letter sent to the contact indicated in the proposal registration. Applicants who do not receive funding will be notified by postal mail. Please check www.DCYF.org for award announcement updates. DCYF, DPH and JPD maintain the right not to issue awards if the submitted applications are not responsive to the goals and objectives of the service areas or strategies described in this RFP. DCYF may initiate negotiations or a separate process to cultivate the services identified. Awarded funding level may not be same as the requested amount indicated in the applicant's RFP response

Organizations may request copies of their score sheet from DCYF after awards are announced.

Negotiation Period

On behalf of the City, DCYF, DPH and JPD will review proposed work and budgets in detail and negotiate these matters as necessary to ensure that the proposed work and budgets meet the goals, objectives, and policies of this RFP. During contract negotiation, scopes of work and budgets may be revised.

If DCYF, DPH and JPD are unable to negotiate a satisfactory agreement with the selected applicant(s), they may terminate negotiations with that applicant and proceed to negotiate with other qualified applicants in the order of their ranking in the evaluation process. This process may be repeated until a satisfactory contractual agreement has been reached.

Depending on funding sources, final award of the contract may be subject to approval by the Civil Service Commission, Board of Supervisors, Mayor, or other governing body.

Protest Procedures for DCYF Funded Strategies: *There are no appeals.*

Program Outcomes

Program Outcomes are changes at the individual level that relate specifically to the services a CBO provides. These outcomes should be observable changes that occur in the short or medium term (e.g., enhanced coping skills, improved GPA, or more robust connections to the community). These outcomes will be used to assess whether program outputs are leading to positive youth outcomes. Many Program Outcomes are collected by the CBOs themselves, though a number also come from administrative data.

Table A.1 lists all funded activities by service strategy. Program and System Outcome indicators appear in Tables 2 through 12. Many of the indicators below require the implementation of a survey tool to meet the standards of reliability and practicality.

By choosing optional outcomes for a specific activity, grantees can identify the particular strengths of their program. The options among the indicators allow CBOs to name their program strengths and focus evaluation on the outcomes on which they expect to exert influence.

Tables 2 through 11 list Outcomes by activity (service), defining the indicators and including a numerator and denominator where appropriate. Note that the proper denominator for Program Outcomes will always be the number of youth who were assessed, which will typically be smaller than the number of youth who received the service (because of attrition, missing data, etc.). The tables also identify the data source for each indicator. All indicators will be drawn from the following time period: July 1, 2010 through October 31, 2012.

Table A.1: Funded Activities Listed by Service Strategy

<p>Secondary Prevention:</p> <ul style="list-style-type: none"> • <i>Mentorship</i> • <i>Shelter</i> • <i>Case Management (CM) & Referral Services</i> • <i>Enrichment Activities</i> • <i>Gender Responsive Services</i>
<p>Alternative Education:</p> <ul style="list-style-type: none"> • <i>GED Programs</i> • <i>Alternative Education Programs</i>
<p>Diversion:</p> <ul style="list-style-type: none"> • <i>Mentorship</i> • <i>Shelter</i> • <i>Case Management (CM) & Referral Services</i> • <i>Conflict Resolution and Mediation</i> • <i>Enrichment Activities</i> • <i>Gender Responsive Services</i>

Detention Alternatives:

- ***Mentorship***
- ***Case Management (CM) & Referral Services***
- ***Evening Reporting Centers (ERCs)***
- ***Enrichment Activities***
- ***Home Detention***
- ***Gender Responsive Services***

Detention Based Services:

- ***Enrichment Activities***
- ***Gender Responsive Services***

Aftercare/Reentry:

- ***Mentorship***
- ***Case Management (CM) & Referral Services***
- ***Intensive Supervision and Clinical Services (ISCS)***
- ***Saturday Community-Based Probation Enhancement Program (PEP)***
- ***Enrichment Activities***
- ***Gender Responsive Services***

Table A.2: Alternative Education

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Reconnection to School	Program	Mandatory	Numerator: # of youth who report improved school attendance from first survey to second survey Denominator: # of youth who receive alternative education services	Youth Survey and CMS Activity Data
Knowledge of Postsecondary Options	Program	Mandatory	Numerator: # of youth who report that they have goals and plans for the future Denominator: # of youth who receive alternative education services	Youth Survey and CMS Activity Data
School Attendance	Program & System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth enrolled in credit recovery programs	SFUSD and Youth Survey
GPA	System	Mandatory	Numerator: # of youth with a GPA above 2.0 Denominator: # of youth who receive alternative education services	SFUSD and CMS Activity Data
Academic Progress¹	System	Mandatory	Numerator: # of youth who pass all core classes Denominator: # of youth who receive alternative education services	SFUSD and CMS Activity Data

Table A.3: Case Management

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Access to Services	Program	Mandatory	# of youth referred to CBO activities	CMS Referral and Activity Data
Connection to Community	Program	Mandatory	Numerator: # of youth who report improved connection to community Denominator: # of youth who receive Case Management services in the evaluation period	Youth Survey and CMS Activity Data

¹“Developing Early Warning Indicators for the San Francisco Unified School District,” John W. Gardner Center, Youth Data Archive Issue Brief, June 2011.

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Adherence to terms of probation	System	Mandatory	Numerator: # of youth who complete probation requirements in the evaluation period Denominator: # of youth who receive Case Management services and have probationary requirements	CMS Data linked to JJIS Data
Payment of court-ordered restitution	System	Mandatory	Numerator: # of youth who pay restitution Denominator: # of youth receiving case management who were court-ordered to pay restitution	CMS Data linked to JJIS Data
School Attendance²	System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth who receive Case Management services and are able to attend school	SFUSD and Youth Survey
Court Hearing Attendance	System	Mandatory	Numerator: # of youth who attend court dates Denominator: # of youth receiving case management who are involved in the Juvenile Justice system	CMS Data linked to JJIS Data
Self Confidence	Program	Optional	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who participate in Case Management activities in the evaluation period	Youth Survey and CMS Activity Data
Conflict Resolution	Program	Optional	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who participate in Case Management activities in the evaluation period	Youth Survey and CMS Activity Data

² School attendance and GPA thresholds adapted from research by the John W. Gardner Center in collaboration with SFUSD. The research focused on 8th grade attendance as an early warning sign of academic difficulty, but can be generalized to other grade levels.

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Knowledge of Post-Secondary Options	Program	Optional	Numerator: # of youth who report goals and plans for the future Denominator: # of youth who receive Case Management services in the evaluation period	Youth Survey and CMS Activity Data
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who participate in Case Management activities in the evaluation period	Youth Survey and CMS Activity Data

Table A.4: Conflict Resolution and Mediation

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Self Confidence	Program	Mandatory	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who participate in conflict resolution and mediation activities in the evaluation period	Youth Survey and CMS Activity Data
Connection to Community (except for In Custody)	Program	Mandatory	Numerator: # of youth who report improved connection to community Denominator: # of youth who participate in conflict resolution and mediation activities in non-Detention settings	Youth Survey and CMS Activity Data
Conflict Resolution	Program	Mandatory	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who participate in conflict resolution and mediation activities in the evaluation period	Youth Survey and CMS Activity Data
Access to Services	Program	Optional	# of youth referred to CBO activities	CMS Referral and Activity Data

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who participate in conflict resolution and mediation activities in the evaluation period	Youth Survey and CMS Activity Data
<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Personal Relationships (Peers)	Program	Optional	Numerator: # of youth who report that they have a friend who cares about them Denominator: # of youth who participate in conflict resolution and mediation activities in the evaluation period	Youth Survey and CMS Activity Data

Table A.5: Enrichment Activities

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Personal Relationships (Peers)	Program	Mandatory	Numerator: # of youth who report that they have a friend who cares about them Denominator: # of youth who participate in enrichment activities in the evaluation period	Youth Survey and CMS Activity Data
Self Confidence	Program	Mandatory	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who participate in enrichment activities in the evaluation period	Youth Survey and CMS Activity Data
Connection to Community (except for In Custody)	Program	Mandatory	Numerator: # of youth who report improved connection to community Denominator: # of youth who participate in enrichment activities in non-Detention settings	Youth Survey and CMS Activity Data
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who participate in enrichment activities in the evaluation period	Youth Survey and CMS Activity Data

Table A.6: Evening Reporting Centers (ERCs)

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Connection to Community	Program	Mandatory	Numerator: # of youth who report improved connection to community Denominator: # of youth who attend ERCs	Youth Survey and CMS Activity Data
Court Hearing Attendance	Program	Mandatory	Numerator: # of youth who attend court dates Denominator: # of youth who attend ERCs and are involved in the Juvenile Justice system	CMS Data linked to JJIS Data
School Attendance	Program & System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth who attend ERCs and are able to attend school	SFUSD and Youth Survey
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who attend ERCs	Youth Survey and CMS Activity Data
Self Confidence	Program	Optional	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who attend ERCs	Youth Survey and CMS Activity Data
GPA	System	Optional	Numerator: # of youth with a GPA above 2.0 Denominator: # of youth who attend ERCs	SFUSD
Conflict Resolution	Program	Optional	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who attend ERCs	Youth Survey and CMS Activity Data

Table A.7: GED Programs

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
GED Progress	Program	Mandatory	Numerator: # of GED tests completed and passed Denominator: # of GED attempts by youth enrolled in GED programs	Program reporting and CMS Activity Data
GED Completion	Program	Mandatory	Numerator: # of youth who complete GED's while enrolled in VPI programs Denominator: # of youth enrolled in GED completion programs	Program reporting and CMS Activity Data
Knowledge of Postsecondary Options	Program	Mandatory	Numerator: # of youth who report that they have goals and plans for the future Denominator: # of youth who receive alternative education services	Youth Survey and CMS Activity Data
GED Attendance	Program & System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth enrolled in GED program	Program reporting and CMS Activity Data
Reconnection to School	Program	Optional	Numerator: # of youth who report improved school attendance from first survey to second survey Denominator: # of youth who receive alternative education services	Youth Survey and CMS Activity Data

Table A.8: Home Detention

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Court Hearing Attendance	Program	Mandatory	Numerator: # of youth who attend court dates Denominator: # of youth who receive home detention and are involved in the Juvenile Justice system	CMS Data linked to JJIS Data

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
School Attendance	Program & System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth who receive home detention	SFUSD and Youth Survey
Connection to Community	Program	Optional	Numerator: # of youth who report improved connection to community Denominator: # of youth who receive home detention	Youth Survey and CMS Activity Data
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who receive home detention	Youth Survey and CMS Activity Data
Self Confidence	Program	Optional	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who receive home detention	Youth Survey and CMS Activity Data
GPA	System	Optional	Numerator: # of youth with a GPA above 2.0 Denominator: # of youth who receive home detention	SFUSD
Conflict Resolution	Program	Optional	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who receive home detention	Youth Survey and CMS Activity Data

Table A.9: Intensive Supervision and Clinical Services (ISCS)

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Functioning and well-being	System	Mandatory	Numerator: # of youth who improve their score in the functioning domain of the CANS tool Denominator: # of youth who receive ISCS in the evaluation period	DPH Data

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Access to Services	Program	Mandatory	# of youth referred to CBO activities	CMS Referral and Activity Data
Connection to Community	Program	Mandatory	Numerator: # of youth who report improved connection to community Denominator: # of youth who receive ISCS in the evaluation period	Youth Survey and CMS Activity Data
Adherence to terms of probation	System	Mandatory	Numerator: # of youth who complete probation requirements in the evaluation period Denominator: # of youth who receive ISCS and have probationary requirements	CMS Data linked to JJIS Data
Payment of court-ordered restitution	System	Mandatory	Numerator: # of youth who pay restitution Denominator: # of youth who receive ISCS and were court-ordered to pay restitution	CMS Data linked to JJIS Data
Court Hearing Attendance	Program	Mandatory	Numerator: # of youth who attend court dates Denominator: # of youth who receive Clinical Services or Intensive Supervision in the evaluation period	CMS Data linked to JJIS Data
School Attendance	Program & System	Mandatory	Numerator: # of youth who attend at least 85% of instructional days Denominator: # of youth who receive Clinical Services or Intensive Supervision in the evaluation period	SFUSD and Youth Survey
Knowledge of Postsecondary Options	Program	Mandatory	Numerator: # of youth who report goals and plans for the future Denominator: # of youth who receive ISCS Supervision in the evaluation period	Youth Survey and CMS Activity Data
Personal Relationships (Adults)	Program	Optional	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who receive ISCS in the evaluation period	Youth Survey and CMS Activity Data
Self Confidence	Program	Optional	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who receive ISCS in the evaluation period	Youth Survey and CMS Activity Data
Conflict Resolution	Program	Optional	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who receive ISCS in the evaluation period	Youth Survey and CMS Activity Data

Table A.10: Mentorship

Outcome	Type	Mandatory or Optional	Definition	Source
Personal Relationships (Adults)	Program	Mandatory	Numerator: # of youth who report that they have an adult to talk to outside of the home Denominator: # of youth who receive mentorship services in the evaluation period	Youth Survey and CMS Activity Data
Personal Relationships (Peers)	Program	Mandatory	Numerator: # of youth who report that they have a friend who cares about them Denominator: # of youth who receive mentorship services in the evaluation period	Youth Survey and CMS Activity Data
Connection to Community	Program	Optional	Numerator: # of youth who report improved connection to community Denominator: # of youth who receive mentorship services in the evaluation period	Youth Survey and CMS Case Management Activity Data
Conflict Resolution	Program	Optional	Numerator: # of youth who report changes in the ability to solve personal problems Denominator: # of youth who receive mentorship services in the evaluation period	Youth Survey and CMS Activity Data
Self Confidence	Program	Mandatory	Numerator: # of youth who report increased self-confidence from first survey to last survey Denominator: # of youth who receive mentorship in the evaluation period	Youth Survey and CMS Activity Data

Table A.11: Saturday Community-Based Probation Enhancement Program (PEP)

Outcome	Type	Mandatory or Optional	Definition	Source
Reduce use of secure detention for violations of probation	Program	Mandatory	Numerator: # of youth detained for violation of probations Denominator: # of youth involved in Saturday Community-Based Probation Enhancement Program	CMS Data linked to JJIS Data

Table A.12: Shelter

<u>Outcome</u>	<u>Type</u>	<u>Mandatory or Optional</u>	<u>Definition</u>	<u>Source</u>
Safe Place to Stay	<i>Program</i>	<i>Mandatory</i>	<i>Numerator: # of youth who spend a night in shelter Denominator: # of youth referred to shelter programs</i>	<i>CMS Referral and Activity Data</i>
Access to Services	<i>Program</i>	<i>Mandatory</i>	<i># of youth referred to CBO activities</i>	<i>CMS Referral and Activity Data</i>