



Children's Services Council

of Broward County

Our Focus is Our Children.

Request for Proposals (RFP)

&

Broward's Children's Strategic Plan

RBA Timeline for Broward

- ▣ **Sept 2009** – Policy Group training with Mark Friedman
- ▣ **Dec 2009** – Train the Trainer with 12 Funders/Providers/Committee Chairs
- ▣ **January 2010** – RBA 101 with Broward's policy makers and community leaders
- ▣ **Feb/Mar 2010** – Incorporate RBA into RFPs
- ▣ **June 2010** – Incorporate RBA into contracts
- ▣ **August 2010** – RBA 202 Children's Strategic Plan coaching with Mark Friedman

RBA & Request for Proposals

- Include new elements and transform existing elements in RFP
 - Overview of RBA
 - Population Accountability: Result, Indicator
 - Performance Accountability : Performance Trend Data
 - Story Behind the Baseline: Data and Research
 - What Works: Evidence Based Practices,
 - Performance Accountability – How Much, How Well, Is Anybody Better Off

Section I: Introduction **Page Number**

A.	Request For Proposal	3
B.	Children's Services Council	3
C.	Results Based Accountability Framework	4
D.	Statement of Desired Community Result	5
E.	Prohibition on Lobbying	5
F.	Conflict of Interest	6

Section II: Scope of Work

A.	Benchmark: Where are we Today?	6
B.	Performance Measure Trend Data	9
C.	The Story Behind the Indicator Data	9
D.	Service Continuum	12
E.	Target Population and Evidence Based Models	14
F.	What Works?	25
G.	Council/State Attorney's Office Diversion Requirements	30
H.	Organizational Capacity Building	35
I.	Method of Payment	35
J.	Performance Accountability	37

Section III: General Information and Proposal Criteria

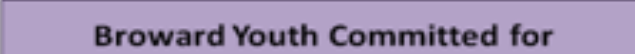
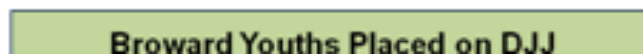
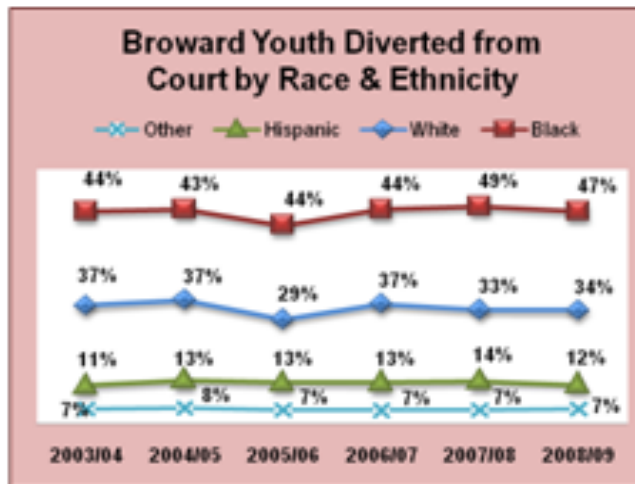
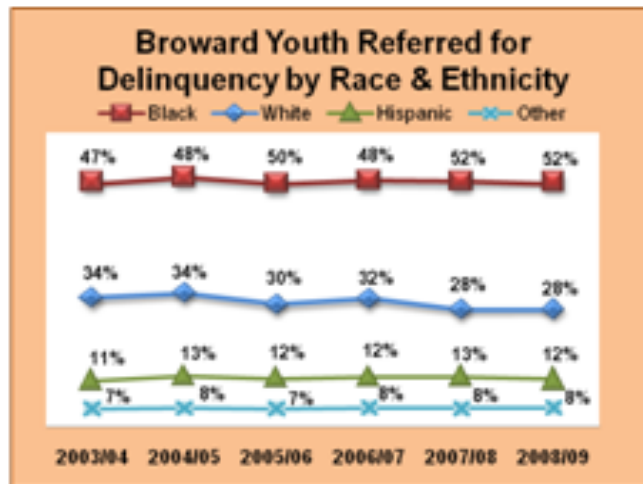
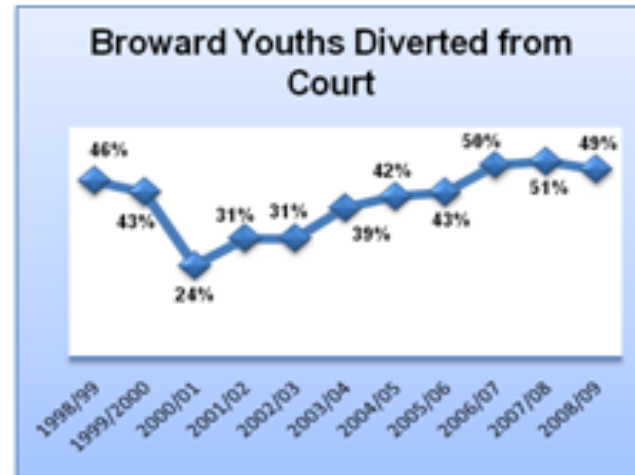
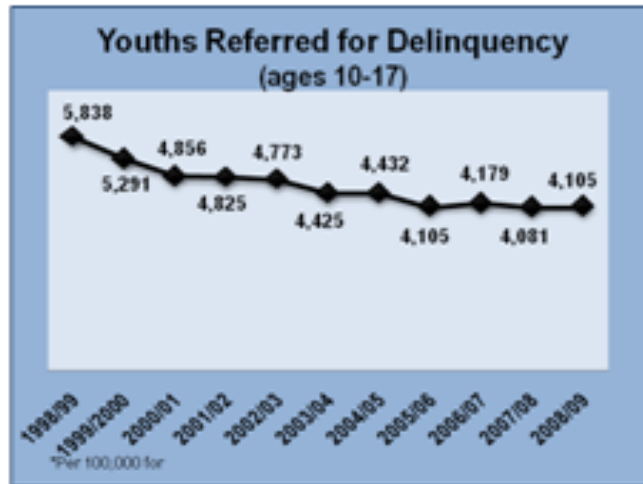
A.	Who May Apply	40
B.	Terms of Agreement	40

C. RESULTS BASED ACCOUNTABILITY FRAMEWORK

Results Based Accountability (Friedman, 2005) provides a simple, plain language and useful framework for assisting communities and agencies to improve quality of life conditions for their citizens and their clients. The framework is comprised of two perspectives – population level results and agency performance measures. A population result, such as all adjudicated youth will become responsible and productive adults, is measured by key community indicators such as rates of graduation, teen pregnancy, and youth unemployment. The *Story Behind the Indicator Data* (Section II.C) is a combination of research, experiences, and knowledge from people working on the issue. For this RFP, the Story has two themes: characteristics of youth involved with the justice system and the current Broward County juvenile justice system of care and partners. Both of those stories are told below. It is from the *Story Behind the Indicator Data*, that strategies are identified and owned. “Strategies are a coherent collection of actions that has a reasoned chance of improving results” (Friedman, p.20). For the purposes of this RFP, the strategies or “What Works” include evidence-based practices, program components, and approaches that have research pointing towards their effectiveness with at least some evidence of their success.

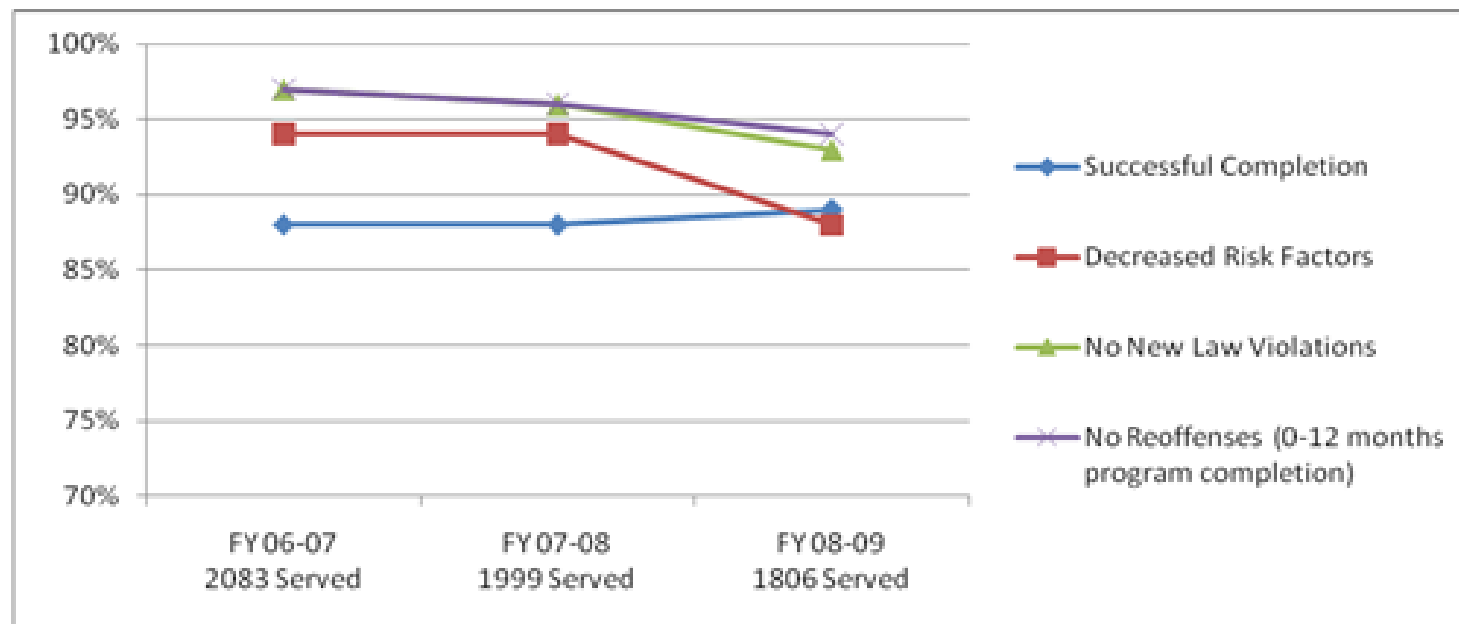
Agency performance measures are required for all funded proposals. Performance Measurement answers three key questions: How much did we do? How well did we do it? Is anyone better off? These required program evaluation components provide data to the Council on the effectiveness of the agency’s program including the number of youth served, the amount of services provided, program monitoring, satisfaction surveys, and measures to show improvement in the knowledge, skills, attitude, behavior, and circumstances of the youth served. **By aligning the required program performance measures with the desired result, the Council provides a mechanism to contribute to improving the overall community indicators.**

The following line graphs show multiple year trend data for youth in the juvenile justice system by race and ethnicity. The issue of Disproportionate Minority Contact (DMC) is demonstrated in the graphs at different entry points in the juvenile justice system, including initial delinquency referral, diversion from court, probation and commitment. The source for the following line graphs showing multiple year trend data for several Broward indicators is the Florida Department of Juvenile Justice (FDJJ) FY 2008/09 Delinquency Profile:



B. PERFORMANCE MEASURE TREND DATA

Performance measures have been routinely collected from previous CSC-funded service providers to evaluate the successes of the New Diversion Alternatives for Youth (New DAY) Programs. Specifically, youth participating in New DAY programs are expected to: (1) increase their protective factors and decrease their risk factors (Decreased Risk Factors); (2) not obtain any new law violations while participating in diversion program (No New Law Violations); (3) successfully complete the diversion program (Successful Completion); and (4) not obtain any new law violations up to 12-months post-program completion (No Reoffenses [0-12 months]). The graph below displays the trends on performance measures depicted in percentages of youth served who met the outcomes outlined above. Performance measures for completion of the New DAY programs have consistently hovered above 85%, and the recidivism measures confirm that about 93% of juveniles completing New DAY programs do not reoffend within a year of successful program completion.



A downward trend across time for youth risk factors may be attributed to the increased number of complex referrals for New DAY programs received from the SAO over time (see Service Continuum section for more information).

Additional RFP Headings

- ▣ **THE STORY BEHIND THE INDICATOR DATA**
- ▣ **TARGET POPULATIONS AND EVIDENCE-BASED MODELS**
- ▣ **WHAT WORKS? (Evidence Based Models, Programs, And Strategies)**
 - ▣ What does NOT work

J. PERFORMANCE ACCOUNTABILITY**1. How Much Did We Do?****a. Statistical Demographic Report**

The PROVIDER agrees to maintain and report monthly (where applicable) information on client demographics which includes social security number, age, gender, race, cultural influence, language spoken at home, country of birth, parental marital status, education levels and status in SAMIS or other format provided by, or approved in writing by, the COUNCIL. PROVIDER agrees to track overall Client household income, other benefits received, types of services provided, and other information as required by the COUNCIL. The PROVIDER shall also submit the number of Clients served under this Agreement to include: the number of new Clients, the number of Clients terminated, and such other information as requested.

b. Internal Documentation

- Units of services provided and appropriate backup documentation
- Client files as required, and other service documentation
- Client billing and payment records to include third party reimbursement, when applicable
- Personnel files including hiring records, job descriptions, policies, and evaluation procedures
- Information on referrals
- Client/parent information release forms

2. How Well Did We Do It?**a. Program Monitoring**

Monitoring of programs contracted through this competitive solicitation will be conducted by Council staff and/or outsourced Council consultants. However, as a supporter of local social service joint monitoring initiatives, Council monitoring may be conducted in collaboration with other funding bodies, with the intent to reduce duplication and promote cooperation.

The Provider shall submit pre-test, mid-test, and post-test data via the SAMIS Measurable Objectives (MO) Module in accordance with timeframes prescribed by the Council.

The Provider shall make all records and services pertaining to eligible clients subject at all times to inspection, review and/or audit at any location or service delivery site as specified by the Council. Required internal documentation may include, but is not limited to, the following:

- Sign in/sign out service documentation
- Personnel records of staff involved with program
- Daily activity log schedules and a monthly calendars
- Training modules
- Client satisfaction surveys
- Pre, mid and post evaluations (as applicable)
- Follow-up/statistical data logs
- Client files
- Client information data files

Monitoring and other reports promulgated by the Council and/or other social service funding agencies and achievement of contract and performance requirements, timeliness of requested information and fiscal stability shall be considered factors in evaluating future funding requests.

b. Client Satisfaction Surveys

The Council required annual monitoring of all programs. As part of the review process, clients are encouraged to provide feedback on service delivery. This data is collected, analyzed and shared with the Provider to encourage program improvement initiatives.

3. Is Anyone Better Off?

The Provider will be required to submit client outcome data, in the format provided by the Council, within time frames specified by the Council. The Provider shall also report any barriers experienced in outcome achievement. The report should also include any noteworthy activities that have occurred during the term of this Agreement. Providers will use the CSC Data Integrity Report to ensure administration points are completed and service components are attached.

The Council has established four (4) Performance Outcomes for all New Day 2010 programs, as displayed on the following chart:

How Much Did We Do?

How Well Did We Do It?

(Data collected in SAMIS)
 # of unduplicated youth served
 # and types of units provided (utilization)
 Dosage of services provided for each youth

Program Services Monitoring
 Data Integrity Reports
 Retention Analysis
 % of client satisfaction

Is Anyone Better Off? (4 Mandatory Outcomes)

		<u>Council Goal</u>
# of youth who successfully completed program requirements	% of youth who successfully completed program requirements	85%
# of youth with no new law violations during program participation	% of youth with no new law violations during program participation	90%
# youth who increased protective factors and decreased risk factors	% of youth who increased protective factors and decreased risk factors	85%
# of youth with no new law violations at 3, 6, and 12 months post-program completion	% of youth with no new law violations at 3, 6, and 12 months post-program completion	90%

Using Council approved tools, provider will complete Performance Measures at intervals determined by Council.

CSC Contracts

■ Performance Measure Matrix

<u>How Much Did We Do?</u>		<u>How Well Did We Do It?</u>	
(Data collected in SAMIS)			
#of unduplicated youth served		Program Services Monitoring	
#and types of units provided (utilization)		Data Integrity Reports	
Dosage of services provided for each youth		Retention Analysis	
		% of client satisfaction	
<u>Is Anyone Better Off? (4 Mandatory Outcomes)</u>			
			<u>Council Goal</u>
#of youth who successfully completed program requirements		% of youth who successfully completed program requirements	85%
#of youth with no new law violations during program participation		% of youth with no new law violations during program participation	90%
#youth who increased protective factors and decreased risk factors		% of youth who increased protective factors and decreased risk factors	85%
#of youth with no new law violations at 3, 6, and 12 months post-program completion		% of youth with no new law violations at 3, 6, and 12 months post-program completion	90%
<p>Using Council approved <u>tools</u>, provider will complete Performance Measures at intervals determined by Council.</p>			

Broward's Children Strategic Plan



Juvenile Justice

Health

Transition to Independent Living

Youth Employment

Abuse & Neglect

Cultural Competence

Maternal & Child Health

Special Needs

Agency Capacity

Behavioral Health / Suicide / Substance Abuse

Prosperity

School Readiness / Out of School Time



Juvenile Justice Subcommittee

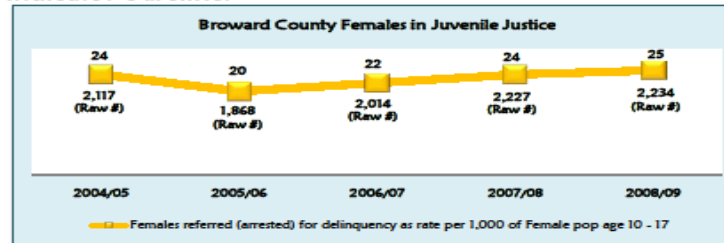
Turn the Curve Report

Gender Responsive Juvenile Justice Subcommittee

Population Result: Youth will successfully transition into adulthood

Service System: Girls do not enter the juvenile justice system.

Indicator Baseline:



Story behind the curve:

Trauma victimization experienced by girls at young age causes them to act in ways that increase their propensity to act in delinquent ways – lack of treatment and services – criminalizing, awfulizing behavior, Broward rate of female referrals/arrest for the past 10 years – state rate has gone from 1 out of 8 referrals to 1 out of 4 referrals is female, Lack of early intervention and prevention that are gender responsive – specifically to girls, Domestic Violence law changed – arrests have increased, Increase in petty theft – bad economy, Zero tolerance in school, Status offenses – runaway, loitering, Disproportionality Minority Contact is a girl's issue also, Family services will decrease rates – need to address abuse, neglect, and poverty, Provision of gender responsive programs and approaches, Understanding the developmental changes that girls go through – education stages, changes girls go through, Being trauma informed – call a counselor first rather than the police

Partners (Active & Potential):

DJJ Chief Probation Officer and/or Assistant Chief Probation Officer, DCF to assist with cross over youth, ChildNet, School Board - Project Bridge, Law Enforcement, Municipalities, Funders – United Way, Children's Services Council, Service Providers – PACE, Diversion programs (BSO, MHS, Harmony, Gate Program)

Best Ideas – What Works:

- Training on gender specific adolescent development – strength based, how reframe behavior – families, communities
- Clarifying difference between gender specific and gender responsive
- Evidence based gender specific prevention/intervention programs
- Gender responsive diversion programs
- No cost/low cost – gender responsive restorative justice practice and approach
- Off the Wall – Rolling out successful elements of PACE "secret sauce" to all schools – strengths based relationships

Action Steps:

Progress: Data, Accomplishments, Stories

To support this work – Contact Sue Gallagher at sgallagher@cscbroward.org or 954-377-1671