

### III. Criminal Justice – Detailed Service Descriptions

(continued from page 10 of RFP No. CBO1516)

**PROGRAM FUNDING PRIORITY AREA:** Community Supervision and Intervention (CSI)

#### GENERAL INTRODUCTION

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to implement Community Supervision and Intervention (CSI) programs designed to help youth complete community sanctions and remain arrest-free.

Community Supervision and Intervention (CSI) programs will provide an array of services to low, moderate, and moderate-high risk youth referred by the Department of Juvenile Justice. Youth will receive multiple services based on their needs and risk assessments such as: Cognitive Behavioral Therapy (CBT), evidence-based structured learning groups, educational and/or vocational advocacy and support, and assistance with community sanctions.

Priority will be given to programs managed by organizations with experience and a proven track record of success in the provision of multiple services to youth at “increased risk” for delinquency and their families including the ability to provide clinical interventions for mental health, substance abuse, and co-occurring disorders.

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each site (if applicable).
- An outline of the research based curricula to be used that is effective for the targeted population.
- Evidence of the organization’s capacity to fully implement the multiple services required of the program.

The county intends on funding three (3) programs strategically located in areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade). Estimated funding: 23% of total funding available, for three (3) programs, each to serve 98 youth.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade Office of Management and Budget (OMB), Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council pursuant to assessment of community service needs.

## **PROGRAM MODEL**

Community Supervision and Intervention (CSI) programs are intended to provide intensive individualized interventions where youth will participate in an array of wrap-around services based on their needs and risk assessments (e.g. low, moderate, and moderate-high risk) service needs analysis and court-ordered sanctions. The proposed model should incorporate a variety of strategies that will result in the completion of prescribed sanctions and services. The length of time it takes a youth to successfully complete a CSI program will vary, but should be no less than six months.

Services shall include but not be limited to: Cognitive Behavioral Therapy (CBT) Full Spectrum, evidence-based structured learning groups, educational and/or vocational support and assistance with community sanctions including community service. The model should also incorporate areas most often ordered by the courts for adjudicated youth e.g. trauma informed interventions, conflict resolution, anger management, and pro-social life skills training.

If interagency referrals are needed to provide services, the proposer must submit in this proposal a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the CSI program is responsible for submitting to probation officers monthly updates from therapists.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: "scared straight" approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

CSI programs target juvenile offenders ages 13 - 18 years who have been adjudicated delinquent or have had adjudication withheld, and are under the supervision of the Juvenile Court and the Florida Department of Juvenile Justice: youth assessed as Low, Moderate, Moderate-High risk to offend determined by the Positive Achievement Change Tool (PACT). Exceptions may be made for youth up to 22 years of age that are subject to court ordered supervision by the Department of Juvenile Justice.

## **Participant Referrals**

Referrals to the program come exclusively from the Department of Juvenile Justice (DJJ). Youth referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The grantee is fully responsible for obtaining referrals by maintaining regular contact with relevant Juvenile Probation Officers. Programs should promote themselves and the CSI concept among the Juvenile Court Judges, Assistant Public Defenders, and Assistant State Attorneys so the requirement to attend a CSI can be included in the JPO's Pre-Dispositional Report for juvenile court.

## **Program Completion Requirements**

Program completion is based on youth completing a continuum of program activities as specified in the referral, including the fulfillment of court orders such as community service requirements and school performance. The length of time it takes a youth to successfully complete the program will vary, but youth are expected to be engaged by the program for no less than six months.

## **Staffing**

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services such as Cognitive Behavioral Therapy (CBT) and Trauma Informed Therapy must be provided by a Masters' level clinician with appropriate training or certification in the specific intervention offered.

Direct service staff must hold at least a Bachelor's degree in social work, criminal justice, psychology, mental health counseling, or related field and have at least two (2) years of relevant experience in working with delinquent youth.

## **SCOPE OF SERVICES AND PERFORMANCE STANDARDS**

Program services are expected to reduce re-arrests by promoting positive behavior. DJJ assessments and court sanctions will guide service delivery which is intended to be individualized. Note that in instances where a specific service cannot be directly provided by the proposing agency, a Memorandum of Understanding (or contract) must be included in the application detailing how the service will be delivered and the on-going documentation that will be required, provided. The CSI program is responsible for providing feedback on the youth's progress in all aspects of the program including monthly updates from therapists.

1. Enroll 98 youth in a CSI program that includes an array of services as described above for no less than six months.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks attendance, pre-test, and requisite consent forms are submitted to the independent evaluator.

NOTE: The length of time it takes a youth to successfully complete a CSI program will vary, but should be no less than six months.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan that addresses the needs of youth based on DJJ assessments and court-ordered sanctions. Plans shall be updated at least monthly and more frequently as required.

Performance standard: Provide on-going case management as needed, including:

- One to three (1 - 3) home visit to assess living conditions and engage the youth and family as it relates to youth's success in the program.
  - Community service requirements from court-ordered sanctions must be fulfilled by youth while in the program. Provide necessary assistance to accomplish this task.
  - Inform families about the juvenile justice system, including court processes and up-to-date contact/phone numbers.
  - Provide interagency referrals to youth and family members as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide DJJ with on-going feedback on the status of referrals, e.g. therapy reports, Workforce Miami reports.
  - Monitor and document youth's participation and progress in all aspects of the program in case files.
3. Provide modularized structured learning groups that emphasize conflict resolution, anger management, pro-social life skills training, and cognitive behavior modification strategies while addressing delinquency risk factors such as antisocial behavior, school performance, anger management, achievement motivation and attitude toward conflict/violence.

Performance standard: Youth will be involved in weekly modularized structured learning groups per research based curriculum.

The structured learning groups should follow a research-based curriculum that incorporates a cognitive behavioral approach to both enhancing protective factors and reducing risk factors associated with delinquency. The proposer should provide an outline from the curricula to be used, indicating the source and associated costs if any. The Department of Juvenile Justice must approve all curricula selections and any changes.

- The curricula must be modularized, interactive and coordinated so that youth have the opportunity to make-up missed sessions to complete full intervention.
- Participation must be documented in attendance logs and the case file.

4. Provide intensive mental health and substance abuse services as needed.

Performance standard: Provide youth with intensive mental health and/or substance abuse counseling OR refer as needed.

- Engage youth in therapeutic counseling services such as Cognitive Behavioral Therapy or Trauma Informed Therapy as indicated on referral OR
- Have a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the CSI program is responsible for submitting monthly updates from therapists.
- Conduct drug testing as needed.

5. Provide advocacy for clients with respect to their court order sanctions.

Performance standard: Program staff will attend court hearings with clients, report to the court on the youth's progress in the program, and document these activities in the youth's case file.

6. Serve as an educational and/or vocational liaison and advocate for the youth as needed including:

Performance Standards: For youth in school, provide a range of support activities to enhance school attendance, behavior and academic performance as needed.

- If school issues arise such as suspensions or academic failure, provide youth (and caregiver) advocacy at the school site, e.g. meet with school personnel.
- Develop and implement a process for obtaining teacher feedback for students with behavior and/or academic issues, e.g. daily or weekly progress reports signed by teachers, e-mails or phone calls to school staff.
- As needed, identify and coordinate tutoring services. Obtain on-going feedback from tutors, teachers, and parents regarding progress.
- Develop and implement a process to monitor attendance, e.g. daily progress reports and parents/caregivers are contacted via telephone or home visit after five unexcused absences or two consecutive absences. If school attendance continues to be an issue, a meeting should be set up with the school (counselors and/or teachers and administrators), parents/caregivers, and program staff.

For youth who dropped out of school, provide vocational/educational support including educational plans to return to school or to pursue vocational training or employment.

7. Involve participant's parents/caregivers in program activities.

Performance standards:

- Maintain contact with parents and caregivers while the youth is in the program providing them with feedback regarding the progress of their child in the program.
- Staff will contact parents/caregivers if the youth is suspended from school, is experiencing attendance issues or is re-arrested to discuss appropriate strategies to implement.

8. The program is required to help eliminate obstacles to participation.

Performance standards:

- Assist youth and families transportation, e.g. bus tokens.
- Provide flexible working hours for staff to ensure that program activities are available at times/days convenient for clients, e.g. afternoon, evening and/or weekend.
- During group sessions, provide activities (childcare) to younger siblings who may represent an obstacle to program participation.
- Provide snacks.

9. The program is fully staffed by appropriately qualified personnel.

Performance standard: Staff meets the qualifications specified in the RFP including having sufficient staff trained in the intervention to assist when staff are absent or vacancies occur. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

10. On a monthly basis, report youth's progress in all aspects of the program.

Performance standard: Provide DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, sign-in sheets, and reports related to referrals.

11. Program staff must fully cooperate with the independent evaluator.

Performance standard: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

Expected Outcome	Indicator
90% of enrolled youth should complete the program and their court ordered sanctions and services.	<p># and % of referred youth complete all tasks needed to comply with sanctions; documented by youth enrollment and program attendance records.</p> <p># and % of youth completing community service requirements.</p>
80% of youth who complete the program will improve (or maintain positive) pro-social attitudes including: achievement motivation, attitude toward conflict resolution, and attitude toward school.	<p># and % of youth who improve their achievement motivation on pre and post measures.</p> <p># and % of youth who improve their attitude toward conflict/violence on pre and post measures.</p> <p># and % of youth who improve their attitude toward school on pre and post measures.</p>
80% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.	<p># and % of youth who improve their school attendance on pre and post school reports.</p> <p># and % of youth who improve their school conduct on pre and post school reports.</p>
<p>85 % of youth will not be re-arrested during program participation.</p> <p>80% of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers.</p>	<p># and % of youth who are not re-arrested while participating in the program.</p> <p># and % of referred youth who are not re-arrested within 6 months or more of program completion.</p>

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All program activities, structured learning groups, home visits, referrals to other agencies for services, school meetings, etc. must be documented in each client-child's case file and supported by participant sign-in sheets and case notes.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendation from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM FUNDING PRIORITY AREA: Family Empowerment Program (FEP)**

### **GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to implement Family Empowerment Programs.

Family Empowerment Programs (FEPs) include multiple services and/or activities designed to reduce the impact of familial risk factors that contribute to delinquency. The program is meant to be short-term (3 – 4 months) and intensive (offered more than once a week).

Priority will be given to programs managed by organizations with experience and a proven track record of success in the provision of multiple services to youth at risk for delinquency and their families including the ability to provide clinical interventions for mental health, substance abuse, and co-occurring disorders.

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each site (if applicable).
- An outline of the research based curricula to be used that is effective for the targeted population.
- Evidence of the organization's capacity to fully implement the multiple services required of the program.

The county intends on funding four (4) programs strategically located in areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) 3) Hialeah; and 4) Miami Gardens (North Dade). Estimated funding: 13% of total funding available for four (4) programs, each to serve 50 youth and families.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessment of community service needs.

## **PROGRAM MODEL**

Family Empowerment Programs are primarily group oriented, with additional services such as case management and advocacy provided to families individually. Programs are expected to facilitate structured learning groups for youth, for parents and for youth and parents together. The curricula should be research-based and modularized with youth and parents entering the program at any point for a period of approximately three months.

Group sessions should promote family stability, pro-social behavior and parental involvement at home and in school. The three curricula must be interactive and coordinated, so activities and subject matter in the youth groups will correspond to the exercises occurring in the parent groups and in the joint groups.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement, and younger with older teens.

### **Targeted Participants**

Family Empowerment Programs target juvenile offenders, ages 12 - 17, and their families. The programs are exclusively for youth and families referred by the Juvenile Services Department (JSD).

### **Participant Referrals**

Referrals to the program come exclusively from case managers in Miami-Dade County’s Juvenile Services Department (JSD). Families referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The grantee is fully responsible for obtaining referrals. Programs must promote themselves by maintaining regular contact with case managers including phone calls, e-mails, and by attending monthly program staffing meetings at JSD.

### **Participant Completion Requirements**

Youth who successfully complete the program are expected to be involved in no less than 24 structured learning groups: 12 with youth and 12 with parents. Parents are expected to attend a minimum of 18 structured learning groups: 9 with parents and 9 with youth. The program is meant to be short-term (3 – 4 months) and intensive (offered more than once a week).

## Staffing

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or experience and commitment to assure the successful achievement of the program goals and objectives. Program staff should have at least two years of relevant experience in dealing with culturally and ethnically diverse delinquent youth and their families.

Oversight of clinical service staff must be provided by a person with at least a Master's degree. Direct service staff must hold at least a Bachelor's degree in social work, psychology, criminal justice or related field and have at least two (2) years of relevant experience in dealing with culturally and ethnically diverse delinquent youth and their families.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Services must be designed to reduce the impact of familial risk and protective factors linked to delinquency. The proposer must use one or more of the following research-based curricula: Guiding Good Choice, Parenting Wisely, Parenting with Love and Limits, Strengthening Families. The proposal should include three outlines specifying topics/activities for youth groups, for parent groups and for youth/parent groups and include associated costs if applicable. Miami-Dade OMB must approve all curricula selections and any changes during the program's implementation.

1. Enroll 50 youth and families in a Family Empowerment Program for no less than twelve (12) weeks of programming.

Performance standard: A client is officially counted enrolled when a completed enrollment record, documentation of two (2) weeks of attendance, pre-test, and requisite consent forms are submitted to the independent evaluator.

2. Provide modularized structured learning groups involving each youth that emphasize cognitive behavior modification strategies and focusing on behavioral interventions and social skills development. Group sessions will address the risk factors of antisocial behavior, school performance, anger management, achievement motivation and attitude toward conflict/violence and family conflict.

Performance standard: Each youth is involved in a 60-minute modularized structured learning group twice (2) a week, documented in case file and attendance records.

3. Parental participation is required. Provide modularized structured learning groups involving parents/caregivers that address the risk factors of family management problems, family conflict, and early and persistent antisocial behavior by their children. Parent learning groups consist of group counseling sessions that are psycho-educational in form and function, and combine the use of various didactic, instructional, and audio-visual techniques to train parents in family management, family communication, and other parenting skills in which they may be deficient.

Performance standard: Involve at least one parent/caregiver of each youth in no less than one (1) weekly, 60 -minute parent modularized structured learning group, documented in case file and attendance records.

4. Provide modularized structured learning groups involving youth and their parents together in experiential learning activities. These sessions will provide an opportunity for youth and adults to discuss common topics/themes from their respective structured learning groups. The focus will be on how effectively the family unit has been able to develop and apply new competencies on a day-to-day basis.

Performance standard: Involve each child and at least one parent/caregiver of each child in no less than one (1) weekly, 60-minute joint modularized structured experiential learning group, documented in case file and attendance records.

5. Provide on-going case management as needed (see below):

Performance standards:

- Conduct at least one (1) home visit indicating that a face-to-face interview occurred during the first three (3) weeks of enrollment. The home visit should be completed in the setting in which the client resides. If a home visit could not be facilitated, a face-to-face interview must be conducted in another setting.
  - Assist youth in completing JSD tasks such as community service projects/hours, as needed.
  - Provide family with up-to-date case manager contact information including phone number and e-mail address.
  - Link youth and families to services and activities through interagency referrals as needed. Maintain contact to ensure that the connection is made and during service delivery e.g. follow-up with mentorship waiting lists, monitor school appointments, obtain monthly reports from therapists.
  - Assist youth and parents in navigating and advocating within Miami-Dade County Public Schools System and/or charter or vocational schools as needed.
  - Monitor and document youth and parent participation and progress in all aspects of the program with sign-in sheets and in case files.
6. Serve as an educational and/or vocational liaison and advocate for the youth as needed including:

Performance Standards: For youth in school, provide a range of support activities to enhance school attendance, behavior and academic performance as needed.

- If school issues arise such as suspensions or academic failure, provide youth (and caregiver) advocacy at the school site, e.g. meet with school personnel.
- Develop and implement a process for parents to obtain teacher feedback for students with behavior and/or academic issues, e.g. daily or weekly progress reports signed by teachers, e-mails or phone calls to school staff.
- As needed, identify and coordinate tutoring services. Obtain on-going feedback from tutors, teachers, and parents regarding progress.

- Develop and implement a process to monitor attendance, e.g. daily progress reports and parents/caregivers are contacted via telephone or home visit after five unexcused absences or two consecutive absences. If school attendance continues to be an issue, a meeting should be set up with the school (counselors and/or teachers and administrators), parents/care givers, and program staff.

For youth who dropped out of school, provide vocational/educational support including educational plans to return to school or to pursue vocational training or employment.

7. Provide intensive mental health and substance abuse services as needed.

Performance standard: Provide youth with intensive mental health and/or substance abuse counseling OR refer as needed.

- Engage youth in therapeutic counseling services such as Cognitive Behavioral Therapy or Trauma Informed Therapy as indicated on referral OR
- Have a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the FEP program is responsible for submitting monthly updates from therapists.
- Conduct drug tests on as needed basis.

8. The program is required to help eliminate obstacles to youth and family participation.

Performance standards:

- Assist with transportation as needed, e.g. bus tokens
- Provide flexible working hours for staff to ensure that program activities are available at times/days best suited for parents, e.g. late afternoon, evening, or weekend.
- During group sessions, provide childcare or activities to younger siblings who may represent an obstacle to program participation.
- Provide snacks.

9. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation at mutually agreed upon times.

10. The program is fully staffed by appropriately qualified personnel.

Performance standard: Staff meets the qualifications specified in the RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

11. Keep referring agents apprised of participants' progress in all aspects of the program.

Performance standards: Staff should maintain on-going communicate with case managers.

- Provide JSD case managers with monthly feedback reports on the families progress (or lack thereof) as documented in case files, sign-in sheets and reports related to referrals.
- Provide JSD case managers with on-going feedback through phone calls and/or e-mails as to the status of services provided and referrals made.
- Attend monthly CBO's meetings at JSD.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
<p>90% of youth/families enrolled in the program will complete FEP requirements for successful closure.</p>	<p># and % of youth and at least one parent/caregiver who have participated in 24 modules of programming; documented by youth and parent enrollment and program attendance records.</p>
<p>85% of youth and parents who complete the program will improve communication skills within the family (or maintain positive communication).</p>	<p># and % of youth who maintain positive communication within the family or improve family bonding and communication on pre and post measures.</p> <p># and % of parents who maintain positive communication within the family or improve family bonding and communication on pre and post measures.</p>
<p>75% of youth who complete the program will improve (or maintain) average school performance, including attendance and conduct.</p>	<p># and % of youth who complete the program improve their school attendance on pre and post school reports.</p> <p># and % of youth who complete the program improve their school conduct on pre and post school reports.</p>
<p>90 % of youth who complete the program will not be re-arrested during program participation.</p> <p>80% of youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers.</p>	<p># and % of youth who are not re-arrested while participating in the program.</p> <p># and % of youth who are not re-arrested within 6 months or more of program completion.</p>

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All program activities, structured learning groups, home visits, referrals to other agencies for services, school meetings, etc. must be documented in each client-child's case file and supported by participant sign-in sheets and case notes.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendation from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM FUNDING AREA: FAMILY INTERVENTION SERVICES**

### **GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the Miami-Dade Youth Crime Task Force and the Dade Miami Criminal Justice Council have identified Family Intervention Services (FIS) as a funding priority area. The primary goal of the FIS priority area is to support intensive evidence-based family oriented clinical services to juvenile offenders (and their families) referred by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ). The FIS priority area is comprised of three home-based approaches: Functional Family Therapy (FFT), Multidimensional Family Therapy (MDFT) or Brief Systemic Family Therapy (BSFT).

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- Evidence of the organization's capacity to fully implement the multiple services required of the program.

The proposer must have the capacity to provide home-based services in areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade).

FIS grants will be available in the estimated amounts of:

Functional Family Therapy (FFT), estimated funding: 19% of total funding available to serve 210 families

Multidimensional Family Therapy (MDFT), estimated funding 4% of total funding available, to serve 40 families

Brief Strategic Family Therapy (BSFT), estimated funding: 4% of total funding available, to serve 32 families

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council pursuant to assessment of community service needs.

## **PROGRAM MODEL**

### **Functional Family Therapy (FIS/FFT)**

Functional Family Therapy (FFT) is an empirically supported, family-focused, home-based clinical intervention that is flexibly structured and culturally sensitive. The FFT model concentrates on decreasing familial risk factors and increasing familial protective factors.

FFT consists of 8 to 12 one-hour sessions spread over a 3-month period for mild cases. In more difficult situations, families may receive up to 30 sessions. The model has five specific phases: engagement, motivation, relational assessment, behavior change, and generalization. Clinical supervision, provided on a weekly basis, helps therapists guide families through the phases.

The successful applicant will already have entered into a formal licensing agreement with Functional Family Therapy™ and must include proof of FFT certification/licensure in proposal. The selected agency will work closely with the independent program evaluator and the FFT program developers to make sure the intervention is being implemented with fidelity and in accordance with the program model/manuals. See website: <http://www.fftlc.com/>

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

FIS/FFT provides clinical interventions to juvenile offenders (ages 13 -17) and their families based on assessments conducted by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ).

### **Participant Referral**

Sixty percent (60%) of referrals to FFT should come exclusively from the Juvenile Services Department (JSD) and 40% from the Department of Juvenile Justice (DJJ). Families referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The successful applicant is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant case managers and juvenile probation officers.

### **Program Completion Requirements**

Program completion is based on the FFT model, e.g. a minimum of 8 sessions. The rate of program completion and the number of sessions required depends upon each family’s progress toward treatment goals and the seriousness of the case.

## Staffing

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services must be provided by a Masters' level clinician with appropriate training or certification in the specific intervention offered. Clinicians must also demonstrate a commitment to delivering services in communities where youth and families reside.

Proposers should discuss how they will assure that certified program staff will be available to implement FFT services, and receive necessary training to continuously improve services and outcomes for clients.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Services must be consistent with the FFT program model.

1. Enroll 210 youth and families in Functional Family Therapy (FFT).

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of participation and consent forms are submitted to the independent evaluator.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals.
- Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
- Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.

3. Provide intensive mental health services to youth and families in accordance with the FFT program model.

Performance standard: FFT is delivered with fidelity in accordance with the program model and protocols.

4. The program eliminates obstacles to participation.

Performance standards:

- Provide FFT services in home.
- Provide flexible working hours for staff to ensure that program services are convenient for clients, e.g. afternoon, evening and/or weekend.

5. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation, at mutually agreed upon times.

6. The program is fully staffed by appropriately trained personnel in FFT.

Performance standard: Staff meets the qualifications specified in the RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

7. Keep referring agents apprised of youth and families' progress in all aspects of the program.

Performance standard: Provide JSD case managers and/or DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files and reports related to referrals.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. Applicants may assess additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
90% of youths/families enrolled in the program will complete FIS/FFT requirements for successful closure.	# and % of referred youth/families who have participated in a minimum of eight (8) sessions /weeks of intervention programming; documented by youth and parent enrollment and case notes.
90% of youth and parents will improve in (or maintain positive) communication skills, relationships, and overall functioning.	# and % of youth who report improvements (or maintain positive scores) on standardized FFT pre-post measures.  # and % of parents who report improvements (or maintain positive scores) on standardized FFT pre-post measures.
90% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.	# and % of youth who improve (or maintain positive) school attendance on pre and post school reports  # and % of youth who improve (or maintain positive) school conduct on pre and post school reports
90% of youth will not be re-arrested during program participation.  80% of youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers	# and % of youth who are not re-arrested while participating in the program.  # and % of referred youth who are not re-arrested within 6 months or more of program completion.

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All activities must be documented in each client-child's case file and supported by case notes, e.g. therapy sessions (home and office), referrals to other agencies, school meetings, etc.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM MODEL**

### **Multidimensional Family Therapy (FIS/MDFT)**

Multidimensional Family Therapy (MDFT) is an empirically supported, family-focused, clinical intervention designed to reduce the impact of familial risk factors that contribute to substance abuse and delinquency. The intervention takes place primarily in the homes. When necessary, family services could be provided at offices/clinics or community settings.

MDFT includes intensive individual and family counseling one to three times per week for 60 to 90 minutes. Therapy sessions target the problem behaviors of the youth and family functioning. The strategies and treatment plans are based on a structured diagnostic plan for each family. Depending on the plan, the intervention is delivered over a period of four to six months.

The successful applicant will already have entered into a formal licensing agreement with Multidimensional Family Therapy™ and must include proof of MDFT certification/licensure in proposal. The selected agency will work closely with the independent program evaluator and the MDFT program developers to make sure the intervention is being implemented with fidelity and in accordance with the program model/manuals. See <http://www.mdft.org/>.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

FIS/MDFT provides clinical interventions to juvenile offenders (ages 13 -17) and their families based on assessments conducted by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ) indicating substance abuse risk.

### **Participant Referral**

Sixty percent (60%) of referrals to MDFT should come exclusively from the Juvenile Services Department (JSD) and 40% from the Department of Juvenile Justice (DJJ). Families referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The successful applicant is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant case managers and juvenile probation officers.

### **Program Completion Requirements**

Program completion is based on the MDFT model, e.g. a minimum of three (3) months. The rate of program completion and the number of sessions required depends upon each family's progress toward treatment goals and the seriousness of the case.

## Staffing

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services must be provided by a Masters' level clinician with appropriate training or certification in the specific intervention offered. Clinicians must also demonstrate a commitment to delivering services in communities where youth and families reside.

Proposers should discuss how they will assure that certified program staff will be available to implement MDFT services, and receive necessary training to continuously improve services and outcomes for clients.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Services must be consistent with the MDFT program model.

1. Enroll 40 youth and families in MDFT.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of participation, and requisite consent forms are submitted to the independent evaluator.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals.
  - Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
  - Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.
  - Conduct drug tests as needed.
3. Provide intensive mental health services to youth and families in accordance with the MDFT program model.

Performance standard: MDFT is delivered with fidelity in accordance with the program model and protocols.

4. The program eliminates obstacles to participation.

Performance standards:

- Provide MDFT in home. The program must document the reason(s) given for receiving services elsewhere.
- Provide flexible working hours for staff to ensure that program services are convenient for clients, e.g. afternoon, evening and/or weekend.

5. The program is fully staffed by appropriately trained personnel in MDFT.

- Performance standard: Staff meets the qualifications specified in this RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

6. Keep referring agents apprised of youth and families' progress in all aspects of the program.

- Performance standard: Provide JSD case managers and/or DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, therapy reports and updates related to referrals.

7. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation, at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. Applicants may assess additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
85% of youths/families enrolled in the program will complete FIS/MDFT requirements for successful closure.	# and % of youth/families who have participated in a minimum of eight (8) sessions of intervention programming; documented by youth and parent enrollment and case notes.
85% of youth and parents will improve in (or maintain positive) communication skills, relationships, and overall functioning.	# and % of youth who report improvements (or maintain positive scores) on standardized MDFT pre-post measures.  # and % of parents who report improvements (or maintain positive scores) on standardized MDFT pre-post measures.
70% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.	# and % of youth who improve (or maintain positive) school attendance on pre and post school reports  # and % of youth who improve (or maintain positive) school conduct on pre and post school reports.
90 % of the youth will not be re-arrested during program participation.  80 % of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers	# and % of youth who are not re-arrested while participating in the program.  # and % of referred youth who are not re-arrested within 6 months or more of program completion.

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All activities must be documented in each client-child's case file and supported by case notes, e.g. therapy sessions (home and office), referrals to other agencies, school meetings, etc.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## PROGRAM MODEL

### **Brief Strategic Family Therapy (FIS/BSFT)**

Brief Strategic Family Therapy (BSFT) is an empirically supported, family-focused, clinical intervention designed to reduce the impact of familial risk factors that contribute to delinquency and substance abuse. Sessions are conducted at locations that are convenient to the family, including the family's home and community settings.

BSFT strategies and treatment plans are based on a structured diagnostic plan for each family. Therapy sessions target the problem behaviors of the youth in relation to family functioning. The program fosters family communication, problem solving, clear rules and consequences, nurturing, and shared responsibility for family problems. In addition, the program utilizes specialized engagement strategies to bring resistant family members into therapy.

The BSFT intervention is typically delivered in 12 – 17 family sessions over a period of 3 to 4 months. However, depending on the case, treatment can be completed in as few as 8 sessions or as many as 24 sessions. A typical session lasts 60 to 90 minutes and is held with the adolescent and one or more family member. Sessions are conducted at locations that are convenient to the family, including the family's home.

The successful applicant will already have entered into a formal licensing agreement with Brief Systemic Family Therapy™ and must include proof of BSFT certification/licensure in proposal. The selected agency will work closely with the independent program evaluator and the BSFT program developers to make sure the intervention is being implemented with fidelity and in accordance with the program model/manuals. See <http://www.brief-strategic-family-therapy.com/about-ftime.html>

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

FIS/BSFT provides clinical interventions to juvenile offenders (ages 13 -17) and their families based on assessments conducted by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ).

### **Participant Referral**

Sixty percent (60%) of referrals to BSFT should come exclusively from JSD and 40% from DJJ. Families referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The successful applicant is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant case managers and juvenile probation officers.

## **Program Completion Requirements**

Program completion is based on the BSFT model, e.g. a minimum of 8 - 12 sessions. The rate of program completion and the number of sessions required depends upon each family's progress toward treatment goals and the seriousness of the case.

## **Staffing**

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services must be provided by a Masters' level clinician with appropriate training or certification in the specific intervention offered. Clinicians must also demonstrate a commitment to delivering services in communities where youth and families reside.

Proposers should discuss how they will assure that certified program staff will be available to implement BSFT services, and receive necessary training to continuously improve services and outcomes for clients.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Services must be consistent with the BSFT program model.

1. Enroll 32 youth and families in BSFT.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of participation, and requisite consent forms are submitted to the independent evaluator.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals.
- Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
- Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.
- Conduct drug tests as needed.

3. Provide intensive mental health services to youth and families in accordance with the BSFT program model.

Performance standard: BSFT is delivered with fidelity in accordance with the program model and protocols.

4. The program eliminates obstacles to participation.

Performance standards:

- BSFT offers home-based services.
- Provide flexible working hours for staff to ensure that services are convenient for clients, e.g. afternoon, evening and/or weekend.

5. Keep referring agents apprised of youth and families' progress in all aspects of the program.

Performance standard: Provide JSD case managers and/or DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, therapy reports and follow-up related to referrals.

6. The program is fully staffed by appropriately trained personnel in BSFT.

Performance standard: Staff meets the qualifications specified in this RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

7. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation, at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. Applicants may assess additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
<p>90% of youths/families enrolled in the program will complete FIS/BSFT requirements for successful closure.</p>	<p># and % of youth/families who have participated in a minimum of eight (8) sessions of intervention programming; documented by youth and parent enrollment and case notes.</p>
<p>90% of youth and parents will improve in (or maintain positive) communication skills, relationships, and overall functioning.</p>	<p># and % of youth who report improvements (or maintain positive scores) on standardized BSFT pre-post measures.</p> <p># and % of parents who report improvements (or maintain positive scores) on standardized BSFT pre-post measures.</p>
<p>90% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.</p>	<p># and % of youth who improve (or maintain positive) school attendance on pre and post school reports</p> <p># and % of youth who improve (or maintain positive) school conduct on pre and post school reports.</p>
<p>90 % of the youth will not be re-arrested during program participation.</p> <p>80 % of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers</p>	<p># and % of youth who are not re-arrested while participating in the program.</p> <p># and % of referred youth who are not re-arrested within 6 months or more of program completion.</p>

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All program activities must be documented in each client-child's case file and supported by case notes, e.g. therapy sessions (home and office), referrals to other agencies, school meetings, etc.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM FUNDING PRIORITY AREA: Girls Intervention Program (GIP)**

### **GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among girls in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to implement a Girls Intervention Program (GIP) with girls, ages 13 - 17 referred by the Miami-Dade County Juvenile Services Department (JSD) and the Florida Department of Juvenile Justice (DJJ).

The program provides multiple services based on assessments including: counseling, research-based structured learning groups, educational and/or vocational advocacy and support, peer mentoring, life skills training, case management and assistance with community sanctions. The length of participation is 12 weeks, with peer mentoring opportunities available to graduates afterwards.

Priority will be given to programs managed by organizations with experience and a proven track record of success in the provision of multiple services to youth at "increased risk" for delinquency and their families including the ability to provide clinical interventions for mental health, substance abuse, and co-occurring disorders.

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each site.
- An outline of the research based curricula to be used that is effective for the targeted population.
- Evidence of the organization's capacity to fully implement the multiple services required of the program.

The county intends on funding one (1) organization to operate the program in two (2) locations in areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade). Estimated funding: 5% of total funding available, to serve a total of 50 female offenders across both locations combined.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM MODEL**

The GIP model includes the following: gender specific structured learning groups, mental health and substance abuse counseling, educational and/or vocational support, case management, peer mentorship, life skills training and assistance with community sanctions. The model incorporates the use of behavioral management strategies including monitoring and reinforcing school performance, program attendance, and court sanctions. A peer mentoring component provides the graduates with additional opportunities to promote pro-social behavior and acquire skills.

The proposer shall adopt a 12 week research-based female focused developmentally appropriate curriculum designed to address the special psychosocial needs of girls in the juvenile justice system. The proposed program should have the capacity to meet the individual needs of girls in the areas of mental health and substance abuse, trauma experiences and high-risk sexual behavior.

If interagency referrals are needed to provide any services the proposer must submit in this proposal, a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the GIP program is responsible for submitting monthly updates to referring agents.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

GIP targets female juvenile offenders (ages 13 -17) based on assessments conducted by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ).

### **Participant Referrals**

Referrals to the program come exclusively from the Miami-Dade Juvenile Services Department (JSD) and the Florida Department of Juvenile Justice (DJJ).

Youth referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

Girls referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The successful applicant is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant case managers and juvenile probation officers.

## Program Completion Requirements

Program completion is based on girls completing a continuum of program activities, including participation in structured learning groups and the fulfillment of court orders such as community service requirements. The length of time it takes a girl to successfully complete the program will vary, but youth are expected to be engaged by the program for no less than 12 weeks.

## Staffing

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services such as Cognitive Behavioral Therapy (CBT) and Trauma Informed Therapy must be provided by a Masters' level clinician with appropriate training.

Direct service staff must hold at least a Bachelor's degree in social work, criminal justice, psychology, mental health counseling, or related field and have at least two (2) years of relevant experience working with delinquent youth.

## SCOPE OF PROGRAM SERVICES AND PERFORMANCE STANDARDS

Program services are expected to reduce re-arrests by promoting positive behavior. Both JSD and DJJ assessments, as well as court ordered sanctions will guide service delivery which is intended to be individualized. Note that in instances where a specific service cannot be directly provided by the proposing agency, a Memorandum of Understanding (or contract) must be included in the application detailing how the service will be delivered and the on-going documentation that will be required, provided. The program is responsible for providing feedback on the youth's progress in all aspects of the program including monthly updates from therapists.

1. Enroll 50 girls in no less than twelve (12) weeks of intervention programming.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of attendance, a pre-test and requisite consent forms are submitted to the independent evaluator.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- One (1) initial home visit to assess living conditions as it relates to client's success in the program.
- Community service requirements from court-ordered sanctions must be fulfilled by youth while in the program. Provide necessary assistance to accomplish this task.

- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals.
  - Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
  - Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.
3. A gender specific research-based, modularized curriculum is implemented that emphasizes conflict resolution, anger management, school performance, pro-social life skills training and attitude toward conflict/violence.

Performance standard: Girls will be involved in two (2) modularized structured learning groups each week for 12 weeks.

NOTE: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used; for example: groupings of arrested youth with different levels of criminal justice involvement.

The structured learning groups should follow a research-based curriculum that incorporates a cognitive behavioral approach to both enhancing protective factors and reducing risk factors associated with delinquency. The proposer should provide an outline from the curricula to be used, indicating the source and associated costs if any. Miami-Dade OMB must approve all curricula selections and any changes.

- The curricula must be modularized, interactive and coordinated so that youth have the opportunity to make-up missed sessions to complete full intervention. Note that missed sessions must be made up with peers, e.g. JSD with JSD girls and DJJ with DJJ girls.
  - Participation must be documented in attendance logs and the case file.
4. Provide intensive mental health and substance abuse services as needed.

Performance standard: Provide youth with intensive mental health and/or substance abuse counseling OR refer as needed.

- Engage youth in therapeutic counseling services such as Cognitive Behavioral Therapy or Trauma Informed Therapy as indicated on referral OR
- Have a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the GIP program is responsible for submitting monthly updates from therapists.
- Conduct drug tests on as needed basis.

5. The program staff serve as an educational and/or vocational liaison and advocate for the youth as needed including:

Performance Standards: For youth in school, provide a range of support activities to enhance school attendance, behavior and academic performance as needed.

- If school issues arise such as suspensions or academic failure, provide youth (and caregiver) advocacy at the school site, e.g. meet with school personnel.
- Develop and implement a process for obtaining teacher feedback for students with behavior and/or academic issues, e.g. daily or weekly progress reports signed by teachers, e-mails or phone calls to school staff.
- As needed, identify and coordinate tutoring services. Obtain on-going feedback from tutors, teachers, and parents regarding progress.
- Develop and implement a process to monitor attendance, e.g. daily progress reports and parents/caregivers are contacted via telephone or home visit after five unexcused absences or two consecutive absences. If school attendance continues to be an issue, a meeting should be set up with the school (counselors and/or teachers and administrators), parents/care givers, and program staff.

For youth who dropped out of school, provide vocational/educational support including educational plans to return to school or to pursue vocational training or employment.

6. Involve youth in life skills training activities.

- Facilitate weekly educational activities designed to enhance life skills, e.g. problem solving, healthy relationships, money management.

7. Communicate with parents/caregivers regularly.

Performance standards:

- Maintain contact with parents and caregivers while the girl is in the program providing them with feedback regarding the progress of their child in the program.
- Staff will contact parents if the youth is suspended from school, is experiencing attendance issues or is re-arrested to discuss appropriate strategies to implement.

8. Establish and maintain a peer mentorship component that promotes pro-social behavior and the development of skills and knowledge.

Performance standards.

- A documented process for training mentors is implemented.
- A documented process is used for assigning and involving peer counselors with mentees.
- Offer peer mentorship activities for program graduates at least monthly.

9. The program helps to eliminate obstacles to participation.

Performance standards:

- Assist youth with transportation as needed, e.g. bus tokens.
- Provide flexible working hours for staff to ensure that program activities are available at times/days convenient for clients, e.g. afternoon, evening and/or weekend.
- Provide snacks.

10. The program is fully staffed by appropriately qualified personnel.

Performance standards: Staff meets the qualifications specified in the RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

11. On a monthly basis, report youth's progress in all aspects of the program.

Performance standard: Provide DJJ probation officers and JSD case managers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, sign-in sheets, and reports related to referrals.

13. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have staff available for evaluator consultation at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and will be used along with other indicators to track a program's success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
90% of girls enrolled in the program will complete GIP requirements for successful closure.	# and % of referred girls who have participated in a minimum of 12 weeks of intervention programming; documented by youth enrollment and program attendance records.
80% of girls who complete the program improve (or maintain positive) pro-social attitudes including: beliefs about conflict, attitude towards couple violence, and attitude toward school.	# and % of girls who improve their beliefs about conflict on pre and post measures. # and % of girls who improve their attitude toward conflict/violence on pre and post measures.  # and % of girls who improve their attitude toward school on pre and post measures.
80% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.	# and % of youth who improve (or maintain positive) school attendance on pre and post school reports  # and % of youth who improve (or maintain positive) school conduct on pre and post school reports.
90 % of girls who complete the program will not be re-arrested during program participation.  80% of the girls who complete the program will have fewer re-arrests after 6 months or more, than non-completers.	# and % of girls who are not re-arrested while participating in the program.  # and % of referred girls who are not re-arrested within 6 months or more of program completion.

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All activities must be documented in case file and supported by case notes, e.g. therapy sessions (home and office), referrals to other agencies, school meetings, etc.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM FUNDING PRIORITY AREA: Weapons Intervention Program (WIP)**

### **GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to implement a Weapons Intervention Program (WIP) for youth adjudicated on weapons charges. WIP is a six-month intervention program for juvenile weapons offenders. The County is seeking proposals from qualified community-based organizations to partner with a hospital and/or medical school to implement the program in a medical setting.

The WIP model is intensive and includes: structured learning groups using research-based curriculum, mental health and substance abuse counseling, educational and/or vocational support, peer mentorship and case management. The length of participation is six months with peer mentoring opportunities available to graduates afterwards.

Priority will be given to organizations with experience delivering services in a medical setting. Documentation of collaborative arrangement and/or agreements with a hospital and/or medical school should be included in this proposal.

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each site.
- An outline of the research based curricula to be used that is effective for the targeted population.
- Evidence of the organization's capacity to fully implement the multiple services required of the program.

The county intends on funding one (1) organization to operate the program in two (2) medical settings located in areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade).

Estimated funding: 8% of total funding available, to serve 62 weapons offenders.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council pursuant to assessment of community service needs.

## **PROGRAM MODEL**

WIP is a long-term (six month) intervention program for juvenile weapons offenders that takes place in a medical setting. The intensive education and intervention program uses an evidence-based curriculum and behavioral management strategies including monitoring and reinforcing school performance, program attendance, and court sanctions. Other components of the model include: mental health and substance abuse counseling, educational and/or vocational support, case management and peer mentorship.

If interagency referrals are needed to provide any services, the proposer must submit in this proposal a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the WIP program is responsible for submitting monthly updates to referring agents.

The successful proposer must identify the activities and resources necessary to assure that the proposed program model is implemented as intended and that the youth participate to the fullest extent possible. Include a timeline that shows what steps are needed to implement the program, at each site. The proposer should also describe the weekly schedule of services (what, where, when).

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

The Weapons Intervention Program targets male juvenile offenders, ages 13-17 primarily gun offenders. Juvenile offenders who use knives or other weapons are secondarily targeted.

### **Participant Referrals**

Referrals to the program come from the Department of Juvenile Justice (DJJ), Juvenile Services Department (JSD) and the Juvenile Court System. Youth referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The grantee is fully responsible for obtaining referrals by maintaining regular contact with probation officers and case managers. The program should promote itself and the WIP concept among the Juvenile Court Judges, Assistant Public Defenders, and Assistant State Attorneys so the requirement to attend WIP can be included in the JPO’s Pre-Dispositional Report for juvenile court.

### **Program Completion Requirements**

The length of time it takes a youth to successfully complete the program will vary, but youth are expected to be engaged by the program for no less than six months, irrespective of referral source. Program completion is based on participation in intensive programming over a period of at least six months.

## Staffing

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Therapeutic services such as Cognitive Behavioral Therapy (CBT) must be provided by a Masters' level clinician with appropriate training.

Direct service staff must hold at least a Bachelor's degree in social work, criminal justice, psychology, mental health counseling, or related field and have at least two (2) years of experience working with delinquent youth.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Program services are expected to reduce re-arrests by promoting positive behavior. DJJ and JSD assessments and court sanctions will guide service delivery which is intended to be individualized. Note that in instances where a specific service cannot be directly provided by the proposing agency, a Memorandum of Understanding (or contract) must be included in the application detailing how the service will be delivered and the on-going documentation that will be required, provided. The WIP program is responsible for providing feedback on the youth's progress in ALL aspects of the program including monthly updates from therapists.

1. Enroll 62 juvenile weapons offenders in six months of education and intervention programming.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of attendance, pre-test, and requisite consent forms are submitted to the independent evaluator.

NOTE: The length of time it takes a youth to successfully complete a WIP program will vary, but should be no less than six months.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan that addresses the needs of youth based on DJJ or JSD assessments and court-ordered sanctions. Plans shall be updated at least monthly and more frequently as required.

Performance standard: Provide on-going case management as needed, including:

- Provide at least one (1) home visit to assess living conditions and engage the youth and family as it relates to youth's success in the program.
- Community service requirements from court-ordered sanctions must be fulfilled by youth while in the program. Provide necessary assistance to accomplish this task.
- Inform families about the juvenile justice system, including court processes and up-to-date contact/phone numbers.

- Provide interagency referrals to youth and family members as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide referring agents with on-going feedback on the status of referrals, e.g. therapy reports, Workforce Miami reports.
  - Monitor and document youth's participation and progress in all aspects of the program in case files.
3. A research-based, modularized curriculum that addresses weapons violence is implemented that emphasizes conflict resolution, anger management, school performance, pro-social life skills training and attitude toward conflict/violence.

Performance standard: Youth will be involved in no less than two (2) modularized structured learning groups each week for six (6) months.

The structured learning groups should follow a research-based curriculum that incorporates a cognitive behavioral approach to both enhancing protective factors and reducing risk factors associated with delinquency. The proposer should provide an outline from the curricula to be used, indicating the source and associated costs if any. Miami-Dade OMB must approve all curricula selections and any changes.

- The curricula must be modularized, interactive and coordinated so that youth have the opportunity to make-up missed sessions to complete full intervention.
  - Participation must be documented in attendance logs and case files.
4. Provide intensive mental health and substance abuse services as needed.

Performance standard: Provide youth with intensive mental health and/or substance abuse counseling OR refer as needed.

- Engage youth in therapeutic counseling services such as Cognitive Behavioral Therapy or Trauma Informed Therapy as indicated on referral OR
  - Have a Memorandum of Understanding with a partner agency, documenting the process for referring youth (and/or families) for mental health and/or substance abuse services. Note that the WIP program is responsible for submitting monthly updates from therapists.
  - Conduct drug tests as needed.
5. The program staff serve as an educational and/or vocational liaison and advocate for the youth as needed including:

Performance Standards:

For youth in school, provide a range of support activities to enhance school attendance, behavior and academic performance as needed.

- If school issues arise such as suspensions or academic failure, provide youth (and caregiver) advocacy at the school site, e.g. meet with school personnel.

- Develop and implement a process for obtaining teacher feedback for students with behavior and/or academic issues, e.g. daily or weekly progress reports signed by teachers, e-mails or phone calls to school staff.
- As needed, identify and coordinate tutoring services. Obtain on-going feedback from tutors, teachers, and parents regarding progress.
- Develop and implement a process to monitor attendance, e.g. daily progress reports and parents/caregivers are contacted via telephone or home visit after five unexcused absences or two consecutive absences. If school attendance continues to be an issue, a meeting should be set up with the school (counselors and/or teachers and administrators), parents/care givers, and program staff.

For youth who dropped out of school, provide vocational/educational support including educational plans to return to school or to pursue vocational training or employment.

6. Communicate with parents/caregivers regularly.

Performance standards:

- Maintain contact with parents and caregivers while the youth is in the program providing them with feedback regarding the progress of their child in the program.
- Staff will contact parents if the youth is suspended from school, is experiencing attendance issues or is re-arrested to discuss appropriate strategies to implement.

7. Provide opportunities for youth to be recognized for their achievement.

Performance standard: At least two (2) recognition events are held during the 12-month program year.

8. Establish and maintain a peer mentorship component that promotes pro-social behavior and the development of skills and knowledge.

Performance standards:

- A documented process for training mentors is implemented.
- A documented process is used for assigning and involving peer counselors with mentees.
- Offer peer mentorship activities for program graduates at least monthly.

9. The program helps to eliminate obstacles to participation.

Performance standards:

- Assist youth and families with transportation, e.g. bus tokens.
- Provide flexible working hours for staff to ensure that program activities are available at times/days convenient for clients, e.g. afternoon, evening and/or weekend.
- Provide snacks.

10. The program is fully staffed by appropriately trained personnel.

Performance standards:

- Staff meets the qualifications specified in the RFP.
- Staff vacancies are filled in 30 days or less by temporary or permanent staff.

11. On a monthly basis, report youth's progress in all aspects of the program.

Performance standard: Provide DJJ probation officers and JSD case managers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, sign-in sheets, and reports related to referrals.

12. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have staff available for evaluator consultation at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and will be used along with other indicators to track a program's success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
90% of enrolled youth should complete the program and their court ordered sanctions and services.	# and % of referred youth who have participated in a minimum of six months of intervention programming; documented by youth enrollment and program attendance records.
80% of youth who complete the program improve (or maintain positive) pro-social attitudes including: attitude toward conflict, interpersonal violence, and attitude toward school.	# and % of youth who improve (or maintain positive) their attitude toward conflict/ violence on pre and post measures.  # and % of youth who improve (or maintain positive) their attitude toward school on pre and post measures.
80% of youth who complete the program will have less acceptable attitudes toward couple/domestic violence.	# and % of youth who maintain less or report less acceptance of couple/domestic violence on pre and post measures.
80% of youth who complete the program will improve their school attendance and conduct.	# and % of youth who (maintain positive) school attendance or improve on pre and post school reports.  # and % of youth who improve (or maintain) positive school conduct on pre and post school reports.
90% of youth who complete the program will not be arrested during program participation.  80% of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers.	# and % of youth who are not arrested while participating in the program.  # and % of enrollees who are not re-arrested within 6 months or more of program completion.

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All program activities, structured learning groups, home visits, referrals to other agencies for services, school meetings, etc. must be documented in each client-child's case file and supported by participant sign-in sheets and case notes.

### **Evaluation**

An independent evaluation will be conducted for the program and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

**PROGRAM FUNDING PRIORITY AREA: Sibling Prevention Program (SPP)**

**GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to implement a Sibling Prevention Program (SPP) for siblings of serious habitual offenders and their families. The SPP provides community-based wrap-around support services at home, in school, at court and in the community. SPP program staff are available 7 days a week, 24 -hours a day and function as mentors, case managers, advocates and community liaisons. The program is intensive and long-term: minimum 6 months, up to 3 years, with contact tapering off over time.

Priority will be given to programs managed by organizations with experience and a proven track record of success in the provision of multiple services to youth at “increased risk” for delinquency and their families including the ability to provide clinical interventions for mental health, substance abuse, and co-occurring disorders.

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each site (if applicable).
- An outline of the research based curricula to be used that is effective for the targeted population.
- Evidence of the organization’s capacity to fully implement the multiple services required of the program.

The County intends on funding (1) one organization with the capacity to serve areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade). Estimated funding: 6% of total funding available, to serve 80 youth and families.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County’s Youth Crime Task Force and the Dade-Miami Criminal Justice Council pursuant to assessment of community service needs.

## **PROGRAM MODEL**

The program targets younger siblings of habitual offenders because they are exposed to similar risk factors that may have contributed to the delinquent behavior of their brother or sister, thereby putting them at risk of modeling the negative behaviors of the older youth and their antisocial peers. The primary goal of the program is to reduce criminal behaviors in family. To achieve these goals, the program provides community-based wrap-around support services at home, in school, at court and in the community.

The program model is intensive and long-term: minimum 6 months up to 3 years, with contacts tapering off over time. Program staff are available 7 days a week, 24-hours a day, and function as mentors, case managers, advocates and community liaisons.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

The program is exclusively for siblings of serious habitual offenders and their families. The participants have to be ages 9 – 15 at the time of enrollment and must be referred by the Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ).

### **Participant Referral**

Referrals to the program are exclusively for youth and families from Juvenile Services Department (JSD) and the Department of Juvenile Justice (DJJ). Families referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The successful applicant is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant case managers and juvenile probation officers.

### **Participant Completion Requirements**

Program completion is based on youth and families achieving stability. The length of time it takes to successfully complete the program will vary, but the program is intended to be intensive and long-term: minimum six (6) months, up to 3 years, with the frequency of contacts tapering off over time.

### **Staffing**

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

Direct service staff must hold at least a Bachelor's degree in social work, psychology, mental health counseling, family therapy, or related field and have at least two (2) years of relevant experience in dealing with delinquent youth and their families. They must also demonstrate a commitment to delivering services in communities where youth and families reside.

## **SCOPE OF PROGRAM SERVICES AND PERFORMANCE STANDARDS**

Program services are expected to increase family stability, promote positive school performance and minimize criminal behavior. Note that in instances where a specific service cannot be directly provided by the proposing agency, a Memorandum of Understanding (or contract) must be included in the application detailing how the service will be delivered and the on-going documentation that will be provided. The program is responsible for providing feedback on the youth's progress in all aspects of the program including monthly updates from therapists if applicable.

1. Enroll 80 youth and families in SPP for no less than six months.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks attendance, pre-test, and requisite consent forms are submitted to the independent evaluator.

NOTE: The length of time it takes a youth to successfully complete the program will vary, but the model indicates clients should be involved for six months to 3 years, with contact tapering off over time. However, clients may be discharged if almost all of their goals are met.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- Conduct at least one (1) home visit indicating that a face-to-face interview occurred, prior to the completion of the Assessment. The home visit should be completed in the setting in which the client resides. If a home visit could not be facilitated, a face-to-face interview must be conducted in another setting.
- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals, e.g. therapy reports, Workforce Miami reports.
- Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
- Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.

3. Provide advocacy for families in courts.

Performance standard: Attend court hearings with families and report to the court on the families' progress in the program as documented in case files.

4. Serve as an educational and/or vocational liaison including:

Performance Standards:

For youth in school, provide a range of support activities to enhance school attendance, behavior and academic performance as needed.

In collaboration with school and family:

- Meet with school personnel (counselors, teachers, and administrators) to help promote school success and resolve issues e.g. suspensions, academics, special needs, evaluations.
- Develop and implement a process for obtaining teacher feedback for students with behavior and/or academic issues, e.g. daily or weekly progress reports signed by teachers, e-mails or phone calls to school staff.
- Develop and implement a process to monitor attendance, e.g. daily progress reports and parents/caregivers are contacted via telephone or home visit after five unexcused absences or two consecutive absences. If school attendance continues to be an issue, a meeting should be set up with the school (counselors and/or teachers and administrators), parents/care givers, and program staff.
- As needed, identify and coordinate tutoring services. Obtain on-going feedback from tutors, teachers, and parents regarding progress.
- Assist parents in navigating and advocating for themselves and their child within Miami-Dade County Public Schools System and/or charter or vocational schools as needed.
- Assist parents in college application process or arrange meeting(s) with school guidance and college counselors.

For youth who dropped out of school or want to follow a vocational path, assist with linking youth and/or parents in re-enrollment in school, enrolling in vocational training or obtaining employment.

5. Promote family stability through regular contact and on-going support to parents/caregivers.

Performance standards: Provide a range of activities to promote family stability.

- Maintain regular communication with parents. In the beginning of the program, the family is typically seen two (2) times per week. As goals are achieved, face-to-face contacts decrease.
- Link families to services and activities as needed and maintain contact with the referral agency throughout service delivery e.g. monitor appointments, obtain monthly reports from therapists.
- Assist parents with school advocacy as needed.

6. Involve youth in mentorship activities.

Performance standard: Youth who express an interest should be connected with a mentor in the community who is committed to continuing mentorship activities when the program ends.

7. The program is fully staffed by appropriately qualified personnel.

Performance standard: Staff meets the qualifications specified in the RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

8. Keep referring agents apprised of youth and families' progress in all aspects of the program.

Performance standard: Provide JSD case managers and/or DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, sign-in sheets, and therapy reports.

9. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation, at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

Expected Outcome	Indicator
90% of enrolled youth (and families) will complete the program by achieving 85% of their goals and objective.	# and % of referred youth complete all tasks needed to achieve goals; documented by youth enrollment records, case files, program attendance records.
80% of youth who complete the program will improve (or maintain positive) perceptions of family stability/relations.	# and % of youth who complete the program improve or maintain perceptions of family stability/relations on pre and post measures.
70% of youth who complete the program will improve (or maintain positive) school performance, including attendance, conduct and academic achievement.	<p># and % of youth who complete the program improve school attendance on pre and post school reports (or maintain positive)</p> <p># and % of youth who complete the program who improve school conduct on pre and post school reports (or maintain positive).</p> <p># and % of youth who complete the program who improve their academic performance on pre and post school reports (or maintain positive).</p>
<p>90% of youth who complete the program will not be arrested during program participation.</p> <p>90% of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers.</p>	<p># and % of youth are not re-arrested while participating in the program.</p> <p># and % of youth who complete the program who are not re-arrested within 6 months or more of program completion.</p>

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required.

All program activities, structured learning groups, home visits, referrals to other agencies for services, school meetings, etc. must be documented in each client-child's case file and supported by participant sign-in sheets and case notes.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the County is seeking proposals from community-based organizations (CBOs) to adopt, implement, and replicate the Stop Now and Plan (SNAP) model with boys ages 6 to 11 referred by the Miami-Dade County Juvenile Services Department (JSD) and the Florida Department of Juvenile Justice (DJJ).

The successful applicant will need to obtain or already have entered into a formal licensing agreement with Child Development Institute, Toronto, Canada for SNAP<sup>TM</sup> Boys and SNAP<sup>TM</sup> Parent Groups licenses. The selected agency will work closely with the independent program evaluator and the SNAP<sup>TM</sup> Program developers to make sure the intervention is being implemented with fidelity and in accordance with the program model/manuals. See website: <http://www.stopnowandplan.com>

The proposal should include:

- A description of the activities and resources necessary to assure that the proposed program model is implemented as intended.
- A detailed schedule of services (what, where, when) that will be delivered weekly at each program site.
- Evidence of the organization's capacity to fully implement the multiple services required of the program. Indicate resources needed to maintain and/or acquire training and licensing in SNAP.

The county intends on funding one program with ability to deliver the program in multiple sites. The proposer must have the capacity to serve areas with the greatest need as determined by juvenile arrest data: 1) South Dade (Cutler Ridge, Florida City, Homestead and Perrine); 2) Liberty City (Central Miami) and 3) Miami Gardens (North Dade). Estimated funding: 5% of total funding available, to serve 75 youth and families.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. For example, continuation of funding is contingent upon the agency having certifications/licenses to deliver SNAP<sup>TM</sup> to boys and their parents. Additionally, renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

## **PROGRAM MODEL**

SNAP™ Program is a gender specific multi-component and multi-systemic intervention that teaches social skills, problem-solving techniques, self-control strategies, and cognitive self-instruction to children with disruptive behavior problems and their parents. This is accomplished through a 12-week curriculum of 90 minute weekly structured learning groups for youth related to self-control and concurrently for parents with topics related to child management.

Note: Interventions and program activities determined by the Office of Juvenile Justice and Delinquency Prevention (OJJDP), U.S. Department of Health & Human Services (H&HS), etc., to be more harmful than helpful, or generally ineffective shall not be used. Examples are: “scared straight” approaches, boot camps, jail tours, and groupings of arrested youth with different levels of criminal justice involvement and children 12 and under with older teens.

### **Targeted Participants**

To be eligible for services, the boys must be between the ages of 6 and 11 years at the time of enrollment and “be an at-risk or arrested child.”

### **Participant Referrals**

Referrals to the program come exclusively from the Miami-Dade County Juvenile Services Department (JSD).

Youth referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be immediately notified if the program has a waiting list, or if services cannot begin within 2 weeks. The grantee is fully responsible for obtaining referrals by maintaining regular contact with JSD caseworkers.

### **Participant Completion Requirements**

Program completion is based on both youth and parents completing the requirements specified in the SNAP model (e.g. # sessions). The length of time it takes to successfully complete the program will vary, but given the length of the curriculum, youth and parents should be involved in the program for a minimum of 12 weeks.

### **Staffing**

The agency should identify a senior staff with administrative and clinical skills to oversee the program. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

The SNAP model requires that dedicated staff be trained in the model and able to engage at-risk children and families by demonstrating group facilitation skills (parent and child - as set out in the SNAP™ Group Manuals), adherence to program manuals, and access to community resources.

Direct service staff must hold at least a Bachelor’s degree in social work, criminal justice or related field and have at least two (2) years of experience working with delinquent youth and their families.

## SCOPE OF SERVICES AND PERFORMANCE STANDARDS

Services must be consistent with SNAP<sup>®</sup> program model.

1. Enroll 75 youth and families in SNAP<sup>®</sup> Boys programs and SNAP<sup>™</sup> Parent Group for at least 12 weeks.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks attendance, pre-test, and requisite consent forms are submitted to the independent evaluator.

NOTE: The length of time it takes a youth to successfully complete the program will vary, but the model indicates clients should be involved for no less than 12 weeks.

2. Implement a case management component that begins at program intake and includes the development of an individual program plan that addresses strengths and deficits. Plans shall be updated at least monthly and frequently as needed.

Performance standard: Provide on-going case management as needed, including:

- Conduct one (1) home visit indicating that a face-to-face interview occurred during the first month of the program. The home visit should be completed in the setting in which the client resides.
- Each child will receive a school visit to foster academic support and obtain school records as needed.
- Provide interagency referrals to youth and family members as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide referring agencies with on-going feedback on the status of referrals.
- Monitor and document youth's participation and progress in all aspects of the program in case files.

3. Provide twelve (12) weekly, ninety (90) minute structured learning groups to youth based on SNAP program model.

Performance standard: Youth will be involved in twelve (12) weekly, 90 minute SNAP groups. The curriculum must be modularized, interactive and coordinated so that youth have the opportunity to make-up missed sessions to complete full intervention.

4. Provide twelve (12), ninety (90) minute weekly structured learning groups to parents based on SNAP curriculum.

Performance standard: Parents will be involved in twelve (12) weekly, 90 minute SNAP groups. The curriculum must be modularized, interactive and coordinated so that youth have the opportunity to make-up missed sessions to complete full intervention.

5. Eliminate obstacles to youth/families' participation.

Performance standards:

- Assist with transportation as needed, e.g. bus passes
- Provide flexible working hours for staff to ensure that program activities are available at times/days best suited for parents, e.g. late afternoon, evening, or weekend.
- During group sessions, provide childcare or activities to younger siblings who may represent an obstacle to program participation.
- Provide snacks.

6. The program is fully staffed by appropriately qualified personnel.

Performance standard: Staff meets the qualifications specified in the staffing section of this RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

7. Keep referring agents apprised of participants' progress in all aspects of the program.

Performance standard: Provide JSD case managers and DJJ probation officers with monthly feedback reports on the youth's progress (or lack thereof) as documented in case files, sign-in sheets, and reports related to referrals.

8. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available to evaluator at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. Funded providers are expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. The outcomes and indicators below must be linked to program services and the evidence based curriculum. Applicants may include additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
90% of youth/families enrolled in the program will complete SNAP® requirements for successful closure.	# and % of youth and parents who attend SNAP requirements for completion.
90% of the youth will not be arrested during program participation.	# and % of youth not arrested while participating in the program.
85% of youth who complete the program will improve or maintain positive emotional regulation.	# and % of youth with positive social competence (SNAP and or other measures) # and % of youth suspended from school (pre/post report cards) # and % of youth with less than average conduct grades who improve (pre/post report cards)
85% of parents who complete the program will improve or maintain high levels of child management.	# and % of parents with improved child management (SNAP and/or other measures)

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency, or more frequently as required.

All program activities, structured learning groups, home visits, referrals to other agencies for services, school meetings, etc. must be documented in each client-child's case file and supported by participant sign-in sheets and case notes.

### **Evaluation**

An independent evaluation will be conducted for all programs to assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. For example, continuation of funding is contingent upon the agency having certification to deliver SNAP™ Boys and SNAP™ Parent Groups. Additionally, renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.

**PROGRAM FUNDING PRIORITY AREA: Juvenile Drug Court Support: Assessment and Case Management**

**GENERAL INTRODUCTION**

In an effort to prevent and reduce delinquent behavior among youth in Miami-Dade County, the Miami-Dade Youth Crime Task Force and the Dade Miami Criminal Justice Council identified support services for the Juvenile Drug Court Program of the 11<sup>th</sup> Judicial Circuit of the State of Florida as a funding priority area. The goal of the program is to reduce juvenile recidivism by providing offenders with the necessary tools and community support needed to end substance abusing behavior that puts them at risk of further delinquent behavior.

The county intends on supporting the 11th Judicial Juvenile Drug Court (MJDC) program. Estimated funding: 3% of total funding available, to serve 52 youth.

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council pursuant to assessment of community service needs.

**PROGRAM MODEL**

The MJDC is a six to twelve-month, court-supervised program for non-violent offenders who have been identified as having an alcohol and/or drug abuse issue. The program is comprised of four levels that include frequent court appearances and other services for youth placed on probation. MJDC is based on an alternative therapeutic approach rather than a traditional and adversarial process.

Program participants are typically required to complete an outpatient substance abuse program, demonstrate positive progress in school, maintain court-imposed curfew, keep in contact with their juvenile probation officer (JPO), and test negative for drugs and alcohol.

**Targeted Participants**

This program targets non-violent juvenile offenders, ages 13-17, identified as having a substance abuse problem.

**Participant Referral**

Youth ages 13 -17 are referred to the program by the Public Defender's Office, State Attorney's Office, Department of Juvenile Justice, Miami-Dade County Public Schools, Delinquency Court Divisions, and court staff based current delinquency charges, prior non-violent/delinquent history, and comprehensive assessments.

Youth referred for services should be contacted within 48 hours or as soon as possible (i.e. if the juvenile is detained, upon release). The referral agency should be notified if the program has a waiting list, or if services to the family cannot begin within 2 weeks.

The program is responsible for promoting itself and obtaining referrals by maintaining regular contact with relevant staff in the courts and juvenile probation officers.

### **Program Completion Requirements**

Program completion is based on the Juvenile Drug Court model which required the completion of court-ordered sanctions and treatment goals within 6 to 12 months.

### **Staffing**

The program should identify a position with primary responsibility for the management and execution of all grant activities. The individual must devote sufficient time and possess the educational and/or practical experience and commitment to assure the successful achievement of the program goals and objectives.

## **SCOPE OF SERVICES AND PERFORMANCE STANDARDS**

1. Enroll 52 youth in the Juvenile Drug Court Program.

Performance standard: A client is officially enrolled when a completed enrollment record, documentation of two (2) weeks of participation, and requisite consent forms are submitted to the independent evaluator.

2. Conduct comprehensive assessments of program participants.

Performance standard: Conduct comprehensive assessment/evaluation on all referred juveniles and their guardians to determine treatment plan. The assessments may also determine that the intervention is not appropriate.

3. Implement a case management component that begins at program intake and includes the development of an individual program plan with goals that address needs in the home, school, work, and community.

Performance standards: Provide on-going case management as needed, including:

- Link youth and families with services as needed. Provide interagency referrals as needed and support youth and family through the referral process to ensure that the connection is made. Program staff should document referrals, follow-up on referrals, and provide on-going feedback on the status of referrals.
- Inform families about the juvenile justice system, including court processes and up-to-date contacts/phone numbers.
- Document clients' participation and progress in all aspects of the program in case files and update case plans accordingly.
- Conduct drug tests as needed.

4. Provide advocacy for clients with respect to their court order sanctions.

Performance standard:

- Program staff will attend court hearings with clients, report to the court on the youth's progress in the program, and document these activities in the youth's case file.
- Weekly participation in meetings with the MJDC team consisting of representatives from the State Attorney's Office, the Public Defender's Office, Miami-Dade County Public Schools, Juvenile Probation Officers from the Department of Juvenile Justice, etc.

5. Place juvenile clients in aftercare services as appropriate.

Performance standard: Assess and place juvenile clients in aftercare program upon completion of juvenile drug court mandates as needed. Follow-up to ensure youth is enrolled.

6. The program is fully staffed by qualified staff.

- Performance standard: Staff meets the qualifications specified in this RFP. Staff vacancies are filled in 30 days or less by temporary or permanent staff.

7. Keep referring agents apprised of youths' progress in all aspects of the program.

- Performance standard: Provide monthly feedback reports to referral sources on the youth's progress (or lack thereof) as documented in case files and updates related to referrals.

8. Program staff must fully cooperate with the independent evaluator.

Performance standards: Provide completed enrollment forms on time, completed pre-tests and post-tests at appropriate times, and have the program and staff available for evaluator consultation, at mutually agreed upon times.

## PARTICIPANT OUTCOMES AND INDICATORS

The following list does not constitute all data possibilities but rather provides a sample of the kinds of information that will be required when full cooperation with the independent evaluator occurs. The program is expected to collect and track individual participant data in collaboration with the independent evaluator. The expected outcomes identified below are consistent with the overall goal of this priority area and may be used along with other indicators to track program success. Applicants may assess additional outcomes and/or indicators.

EXPECTED PARTICIPANT OUTCOMES	INDICATOR
85% of youth enrolled in the program will complete requirements for successful closure.	# and % of youth who have completed the program; documented by youth and parent enrollment and case notes.
85% of youth will remain drug-free while in the program.	# and % of youth who test negative on random drug tests.
90% of youth who complete the program will improve (or maintain positive) school attendance and school conduct.	# and % of youth who improve (or maintain positive) school attendance on pre and post school reports  # and % of youth who improve (or maintain positive) school conduct on pre and post school reports.
90% of the youth will not be re-arrested during program participation.  80% of the youth who complete the program will have fewer re-arrests after 6 months or more, than non-completers	# and % of youth who are not re-arrested while participating in the program.  # and % of referred youth who are not re-arrested within 6 months or more of program completion.

## **OTHER REQUIREMENTS**

### **Program Documentation**

Monthly feedback on each client's progress in the program should be provided to the referring agency or more frequently as required. All activities must be documented in case files and supported by case notes, e.g. referrals to other agencies, school meetings, etc.

### **Evaluation**

An independent evaluation will be conducted for all programs and will assess the extent to which program performance standards and participant outcomes are achieved. In addition, the independent evaluator will aid in the process of implementation and provide evaluation instruments, related training and technical assistance.

### **Contract Period**

The contract period is for one year with renewal options for up to two years. Renewals are not automatic. Renewals will be based upon satisfactory performance and contract compliance determined through evaluation by the Independent Evaluator, Miami-Dade OMB, Miami-Dade Juvenile Services Department and the Department of Juvenile Justice. Renewal and or funding determinations will also be based on recommendations from Miami-Dade County's Youth Crime Task Force and Criminal Justice Council pursuant to assessments of community service needs.