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Mayor

**Maria Su**

Director

**DATE:** October 1, 2018  
**TO:** Prospective Contractors  
**FROM:** Department of Children, Youth and Their Families  
**RE:** Evaluation of DCYF Justice Services Programs  
**DEADLINE:** Submission Instructions are at the end of this document. **Proposals submitted via email to [rfp@dcyf.org](mailto:rfp@dcyf.org) are due no later than 5 pm on October 26, 2018.**

The San Francisco Department of Children, Youth and Their Families (“DCYF”) is soliciting proposals from firms pre-qualified through DCYF’s Request for Qualifications for Data Analytics, Evaluation and Strategic Planning Services released on November 28, 2017. DCYF is issuing this mini-Request for Proposals (“mini-RFP”) for an evaluation of DCYF-funded Justice Services programs to a pre-qualified consultant pool to better assess expertise and qualifications for the following scope of service, which may include staffing, scheduling, deliverable and cost considerations.

The terms and conditions of the RFQ released on November 28, 2017 shall apply to all proposals submitted under this mini-RFP. In addition, the representations in the responses made by the firms pre-qualified under the RFQ released on November 28, 2017 are assumed to apply to this process unless firms notify DCYF, in writing, and through proposals, of any possible relevant changes affecting pre-qualification eligibility such as ownership or staffing. DCYF may request additional information it considers necessary to determine firm eligibility for continuing prequalification status.

## **BACKGROUND**

### **Department of Children, Youth and Their Families**

DCYF brings together City government, schools, and community-based organizations to help our city’s children and youth, birth to age 24, and their families lead lives full of opportunity and happiness. We strive to make San Francisco a great place to grow up, and this requires resources, community engagement, collaboration, coordination and creativity. Our work helps children and youth to:

- Be healthy;
- Succeed in school and prepare for the future;
- Engage in positive activities when school is out;
- Contribute to the growth, development and vitality of San Francisco and
- Live in safe and supported communities.



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The people of San Francisco made a unique, first of its kind commitment to our community in 1991 by creating the Children and Youth Fund and dedicating property tax revenues to fund vital services for our city's children and youth, and their families. In fiscal year 2016-17, DCYF administered approximately \$72 million in direct grants, supporting programs and services that reached more than 50,000 individuals across the city. DCYF is committed to continuing to allocate dollars from the Children and Youth Fund to maximize impact.

The primary areas of DCYF funding are Early Care and Education; Educational Supports, Emotional Well-being, Enrichment, Leadership and Skill Building, Family Empowerment, Justice Services, Mentorship, Out of School Time; and Youth Workforce Development. DCYF also funds TA/CB activities and professional development providers to support direct service providers. Our investments are equitable and holistic, offering avenues to enhance learning, while simultaneously creating healthy family and community environments to support individual growth.

The DCYF grant making process and planning cycle consists of an extensive multi-year timeline, with multiple opportunities for community involvement along the way. Key planning milestones include:

- The Community Needs Assessment, which provides an update on the status of children, youth and their families and service needs, and
- The Services Allocation Plan, which outlines how DCYF will allocate funds to meet the service needs described in the CNA.
- The Request for Proposals, through which DCYF aims to fund the services that are most likely to improve the lives of children, youth and families.

DCYF is committed to ensuring equitable access to the services and opportunities that all children, youth and families need to lead lives full of opportunity and happiness. One of DCYF's guiding principles is to ensure equitable access to services for San Francisco's most vulnerable children, youth, transitional age youth and families. DCYF's commitment to equity is both fundamental to our strategic planning and mandated in the San Francisco City Charter. DCYF administers the Children & Youth Fund, and the City Charter states that DCYF is responsible for ensuring that children and youth with the highest needs receive maximum benefit from the Children & Youth Fund. DCYF will apply an equity-based funding strategy to ensure that the Children & Youth Fund will be distributed equitably among services for all age groups – from infancy to transitional age youth.



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## **Purpose of this Request for Proposals**

DCYF is issuing this RFP to identify evaluation firms to provide specific services in support of identifying DCYF's progress toward the following citywide goals:

- Children and youth are supported by nurturing families and communities.
- Children and youth are physically and emotionally healthy.
- Children and youth are ready to learn and succeed in school.
- Youth are ready for college, work and productive adulthood.

One of the challenges in stewarding the Children's Fund and other city resources is measuring the impact of investments. The Children's Amendment clearly requires evaluation of services funded through the Children's Fund. However, given that many factors impact the lives of children and youth, it is often hard to isolate the impact of DCYF investments from other factors, such as family, peer, school, and neighborhood influences, in their lives. Evaluating the impact of any one of these influences is extremely difficult and compounded by the fact that children and youth are constantly growing and evolving. Over the past several years, DCYF has invested resources in developing systems to assess both the reach of services funded by the department and the quality of these services. This investment has helped to build the evaluation capacity of both DCYF and its grantees.

In the spirit of continuous improvement, DCYF continues to assess reach and quality of services in addition to implementing an evaluation of children, youth, and family outcomes for the 2018-2023 funding cycle. DCYF believes its investments should result in positive outcomes for children, youth, and families. Through assessment and evaluation, DCYF and its grantees are willing to improve what is not working and find ways to continue supporting efforts that show positive results.

## **Overview of DCYF's Justice Services Grants**

Services requested through this RFP focus on Justice Services—one of DCYF's six key service areas for funds allocated during our 2018-2023 grant cycle. The Justice Services Service Area seeks to support a continuum of services for justice system-involved youth and disconnected TAY. The aim of the service area is to prevent further youth engagement in the justice system and reduce rates of youth recidivism through connection to adult allies, culturally relevant programming, ongoing case management, access to positive skill building activities and whole family engagement. Services will be provided in partnership with the juvenile and adult justice systems and take place in system facilities as well as community-based settings. Programs funded under this service area are expected to be well-versed in the local juvenile justice and adult criminal justice systems, as well as knowledgeable in youth development



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principles and able to provide culturally competent services that address the unique needs of those involved in the justice system.

The Justice Services Service Area consists of five strategies: (1) Cultural Programming, (2) Detention Based Services, (3) Girls' and Young Women's Programming, (4) Multi-Service and (5) Young Adult Court Case Management. The overall goals and services of this service area largely mirror those of DCYF's former Violence Prevention and Intervention (VPI) service area. However, with the exception of Detention Based Services, all strategies in the Justice Services Service Area are new for DCYF.

DCYF highly encourages all applicants to review our RFP/RFQ for the 2018-2023 Funding Cycle, especially the Justice Services Service Area and Strategy descriptions, prior to submitting proposals and additional questions in response to this RFP. Please [click here](#) to access DCYF's RFP/RFQ for the 2018-2023 Funding Cycle.

### **Funding Strategies within the Justice Services Area**

**Cultural Programming:** The Cultural Programming Strategy is designed to address the unique needs of youth of color involved in the juvenile or adult criminal justice systems. The Cultural Programming Strategy seeks to leverage culturally based approaches to help reduce the chance of further engagement with the juvenile or adult criminal justice systems. Programs will provide a range of services including case management, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and other supports. The Cultural Programming Strategy targets youth who are pre- and post-adjudicated or are court referred as an alternative to secure confinement and disconnected TAY who have been charged, indicted or who are on active probation.

**Detention-Based Services:** The Detention Based Services Strategy is designed to support programs that help build pro-social skills and resiliency for youth and disconnected TAY in detention. Detention Based Services programs will engage participants in positive activities that aim to help them see beyond their current circumstances. Detention Based Services programs must be flexible and offer services to participants regardless of their lengths of stay in detention. While programs will only operate in detention settings, they may seek to connect youth and disconnected TAY to services upon exit. The Detention Based Services Strategy targets youth in juvenile detention and disconnected TAY in adult detention and can include, but is not limited to activities such as enrichment programming, skill and knowledge building activities and other opportunities to build resiliency.



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**Girls' and Young Women's Programming:** The Girls' and Young Women's Programming Strategy is designed to address the unique needs of system-involved girls and disconnected transitional age young women. Programs in this strategy will focus on promoting the development and resiliency of girls and young women by helping them build the skills and knowledge needed to increase their chance of future success. Programs will provide a range of services including case management, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and other supports. The Girls' and Young Women's Programming Strategy targets girls who are pre- and post-adjudicated or are court referred as an alternative to secure confinement and disconnected transitional age young women who have been charged, indicted or who are on active probation.

**Multi-Service:** The Multi-Service Strategy is designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY build the skills and resiliency to prevent further engagement in the juvenile or criminal justice systems. The Multi-Service Strategy will connect participants with providers who are able to work with them throughout their involvement in the system including making initial connections, as needed, while participants are in detention. Because of the multi-faceted needs of justice-involved youth and disconnected TAY, Multi-Service programming must be broad including services that encompass those funded under other Justice Services strategies. Multi-Service programs will provide a wide range of services including, but not limited to, case management, supportive services, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and connection to other positive activities that will help participants complete court mandates and permanently exit the justice system. Multi-Service programs may be required to provide intensive supervision, or day or evening reporting services, as well as services that help reduce opportunities to re-offend including house arrest and/or community monitoring. Multi-Service programs may also provide services that are gender responsive and/ or culturally based, depending on the needs of their participants, and may include family partnership activities as a part of their approach. Multi-Service programs will target youth and disconnected TAY who have made formal connection with the system, are in custody or reentering their communities.

**Young Adult Court Case Management:** The Young Adult Court Case Management Strategy is designed to support the Young Adult Court, a collaborative court model that offers alternative to detention programming designed for disconnected TAY. The Young Adult Court Case Management Strategy will provide case management to participants for 10 to 18 months within the four distinct phases of the Young Adult Court model: (1) Engagement and Assessment, (2) Stability and Accountability, (3) Wellness and Community Connection and (4) Program Transition. The model is highly structured and directed by the Young Adult Court administrative collaborative team comprised of



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the Young Adult Court Judge and Superior Court, the District Attorney's Office, the Public Defender's Office and the Adult Probation Department. The Young Adult Court Case Management Strategy targets disconnected TAY who have been referred by the Young Adult Court. Please [click here](#) for more information on the Young Adult Court program model and implementation updates.



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**SCOPE OF SERVICES**

<b>MAXIMUM COST</b>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>
<b>PER FISCAL YEAR:</b>	\$100,000	\$250,000	\$250,000	\$250,000	\$150,000

**DESIRED START DATE:** March, 2019

**ESTIMATED CONTRACT LENGTH:** 60 MONTHS (Actual contract period may vary, depending upon service and project needs.)

**EVALUATION GOAL:** Reports and ongoing analyses related to Justice Services evaluation activities should support ongoing shared knowledge of services, participants, and their characteristics at any point during processing through the juvenile justice system. Analyses should be differentiated for distinct juvenile and TAY contexts. Evaluators will be expected to engage DCYF and multiple justice agencies such as the Juvenile Probation Department (JPD), Adult Probation Department (APD), Sheriff’s Department, District Attorney, Public Defender, Superior Court (both adult and juvenile divisions), and others in activities related to data collection, analyses, and dissemination of findings and recommendations.

Specifically, DCYF seeks an independent contractor to develop and implement evaluation activities to gather and share insights on the following dimensions of justice programs.

<b>Evaluation Area</b>	<b>Description</b>
Program Participation Trends	<p>The selected evaluator will prepare and present quarterly and annual analyses of program participation metrics, including, but not limited to the following metrics:</p> <ol style="list-style-type: none"> <li>1. Number of youth and TAY referred into DCYF Justice Services programs and their referral sources</li> <li>2. Demographics of youth participating in DCYF Justice Services programs</li> <li>3. Comparisons of service capacities and actual participation rates by activity, program, agency, strategy, and at summary level</li> <li>4. Duration of program engagement</li> <li>5. Summary and comparisons of program completion outcomes (e.g. successful, unsuccessful) and rates by activity, program, agency, and strategy.</li> <li>6. Frequency or rate of enrollment of youth in multiple justice (and/or other DCYF) programs and common types of multi-program combinations.</li> <li>7. Frequency and results of administered risk assessments</li> </ol>



Evaluation Area	Description
	<p>8. Annual outcome reports as mandated by the Juvenile Justice Crime Prevention Act: arrest rate, incarceration rate, probation violation rate; and probation, restitution, and community service completion rates</p>
<p>Program Implementation</p>	<p>The selected evaluator will conduct studies of program implementation in order to identify opportunities for program improvement. Interested firms may consider the following questions when preparing their proposals in response to this RFP:</p> <ol style="list-style-type: none"> <li>1. How do youth demographics, backgrounds, experiences, and assessment results differ between program participants and nonparticipants?</li> <li>2. What type of assessment information is collected by agencies and provided to Justice Services programs?</li> <li>3. What standard definitions should justice system partners follow when determining youth’s risk levels (at-risk, in-risk, etc.)?</li> <li>4. What kind of technical assistance and professional development do grantee staff need in order to improve systems coordination and program performance?</li> <li>5. Are programs addressing trauma? What array of strategies is showing the greatest impact on mitigating trauma, and in parallel, increasing engagement and service completion rates? Are Adverse Childhood Experiences (ACEs) scores or trauma assessments used to inform services engage youth?</li> <li>6. How do programs assess mental and behavioral health needs? How are mental and behavioral health needs addressed after they are identified?</li> </ol>
<p>Service Coordination</p>	<p>The selected evaluator will conduct studies of service coordination in order to identify opportunities for program improvement. Interested firms may consider the following questions when preparing their proposals in response to this RFP:</p> <ol style="list-style-type: none"> <li>1. How do youth progress from point of contact with the justice system (juvenile and adult) to participation in Justice Services programs?</li> <li>2. How is justice involvement identified/verified among participants without formal referrals prior to program engagement?</li> <li>3. How are referrals initiated and executed from one agency to another? How much time passes between intake, assessment, referral, and services? How do agencies document referrals across networks of services?</li> <li>4. How do referral services vary by participant zip code and county of origin? What are the characteristics of out-of-County referrals?</li> <li>5. How can DCYF and partners track service updates communicated to Probation Officers and justice agency staff?</li> </ol>



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Evaluation Area	Description
Participant Outcomes and Program Impacts	<p>The selected evaluator will work to identify programmatic impacts on participant outcomes, guided by the following questions:</p> <ol style="list-style-type: none"> <li>1. What needs are youth presenting as shown through assessment data, and how are youth faring in relation to their assessments? Are programs successfully addressing youth needs?</li> <li>2. What trends regarding program quality are youth surfacing via responses on grantee-administered surveys and data collected through formal Program Observations?</li> <li>3. Are Justice Services programs reducing rates of recidivism and probation violation among justice-involved youth?</li> <li>4. Do youth survey responses demonstrate that youth report a strengthened sense of their own leadership and voice?</li> <li>5. How do education and employment outcomes differ between justice-involved program participants and nonparticipants?</li> <li>6. Are Justice Services programs improving other medium and long term outcomes among justice-involved program participants, such as probation completion and successful court appearances?</li> </ol>



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## **Project Deliverables and Additional Information**

The contractor may use a combination of the following project elements to assist in answering the evaluation questions listed above. The following elements do not constitute an exhaustive or definitive list of items necessary to complete evaluation projects, but should serve as a guiding resource in developing a plan for evaluation.

- **Deliverable 1 – Evaluation framework and outcome model:** The contractor will develop an evaluation design that is consistent with the key questions described on pages 7-9 for DCYF and partner approval. DCYF and other stakeholders will participate in discussions related to the evaluation plan. The plan should include the following elements:
  - **Purposes:** purposes of the evaluation as identified by DCYF
  - **Questions:** questions to be addressed by the evaluation design and data collection methods
  - **Methods:** empirically robust and appropriate evaluation designs and procedures
  - **Sample:** assumed characteristics of justice-involved youth in San Francisco, CBO staff, and other personnel who will participate in the evaluation
  - **Instrumentation:** empirically robust and appropriate evaluation instruments and tools to be used in the evaluation
  - **Decisions:** decisions which can be influenced by the evaluation results
  - **Time Line:** the schedule for implementation, analysis, and reporting of the evaluation.
- **Deliverable 2 – Ongoing participation reports:** Using data extracted from sources outlined in the next section, the contractor shall report Justice Services participation and participant trends on a quarterly basis.
- **Deliverable 3 – Implementation report/s:** Using data extracted from sources outlined in the next section, the contractor shall present findings on program implementation and service coordination, as guided by the questions presented on pages 7-9.
- **Deliverable 4 – Outcomes report/s:** Using data extracted from sources outlined in the next section, the contractor shall present findings on participant outcomes and program implementation, as guided by the questions presented on pages 7-9.
- **Deliverable 5 – Presentation of evaluation findings:** The contractor will submit evaluation reports in adherence with established timelines. The contractor may expect to prepare presentation materials and present evaluation findings to DCYF staff, City partners, and DCYF grantees.



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**KNOWN AVAILABLE DATA**

In order to expand upon performance reviews conducted internally by DCYF, as well as to inform the evaluation analysis, the contractor may gain access to data points provided by DCYF and City partners. The following table displays a sample of data points available from DCYF and City partners. The contractor will need to obtain data use agreements with DCYF and partner agencies to access data.

Data Points	DCYF	Adult Probation Dept.	CA DOJ	District Attorney	Juvenile Probation Dept.	Public Defender	Sherriff	Superior Court (Adult and Juvenile)
Arrest information		✓	✓		✓		✓	
Assessment results		✓			✓		✓	✓
Case processing and outcomes				✓		✓		✓
Description of services received	✓	✓			✓	✓		✓
Detention information		✓			✓		✓	
Duration of services received	✓	✓			✓			✓
Participant demographics	✓	✓			✓		✓	✓
Participant feedback	✓							
Probation information		✓		✓	✓		✓	✓
Program observation data	✓	✓			✓			
Program performance reports	✓	✓			✓			✓

**Additional Qualitative data:** DCYF will assist in communication among evaluators, City partners and grantee staff for the purpose of data collection and sharing in support of evaluation projects. DCYF may provide support to coordinate additional means of data collection such as youth focus groups, staff interviews, etc.



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## **PROPOSAL REQUIREMENTS**

### **Proposal Content**

Applicants must provide DCYF with the following information and responses to questions stated below. DCYF reserves the right to accept other than the lowest price offer and to reject all quotes. If a satisfactory contract cannot be negotiated in a reasonable time with the selected Respondent, then DCYF, in its sole discretion, may terminate negotiations and reissue a Request for Quote, a Request for Qualifications, or a Request for Proposals or it may determine that no project will be pursued.

### **Contractor Information**

- Contractor Name
- Contractor Address
- Name of Contact Person
- Contact Phone Number
- Contact Email Address
- Date Submitted to DCYF

### **Justice Systems Evaluation Experience** (maximum of 4 pages)

The selected evaluation firm (or their subcontractor) must be a bona fide research body immediately concerned with the prevention or control of crime, the quality of criminal justice, or the custody or correction of offenders. Applicants must have experience working with juvenile justice and adult criminal history records, including successful applications to the California Department of Justice for access to Criminal Offender Record Information, experience cleaning Automated Criminal History System data, and peer reviewed and published results derived from those data.

- Describe your past evaluation projects relevant to assessing performance trends and participant outcomes related to justice programs for youth. In your response, please be sure to discuss your experience with accessing and aligning data sets from multiple justice agencies, especially across jurisdictional boundaries. Please include a description of your experience accessing, synthesizing and analyzing data from CA DOJ/CORI databases.
- Describe how your past evaluations of justice systems strengthened service alignment across multiple agencies in a justice system.
- Explain how your firm has integrated an equity framework into past evaluations of justice services and how equity principles guided evaluation methods, activities and recommendations.
- This response should include description of the evaluation methods used.

### **Proposed Staff Qualifications** (maximum of 4 pages)

- Describe the staffing structure proposed for services under this RFP.



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- Provide narrative information on the proposed project roles and responsibilities and qualifications of project principals and key staff members, including subcontractor staff.
- You may propose team members not listed in the prequalification application. Changes to the staffing should be reflected in the current proposal document. For staff not included in the prequalification application, please also include:
  - A written assurance that all individuals not listed in the pre-qualification application and identified on the current RFP will be performing the work and will not be substituted with other personnel or reassigned to another project without DCYF's prior approval.
  - A resume for each new staff person (page limit of 2 pages per staff person).

### **Proposed Evaluation Plan** (maximum of 10 pages)

- Using the Scope of Services, Known Available Data and Project Deliverable sections above as a guide, propose an evaluation plan, which details your proposed evaluation approach. The proposed evaluation plan will be subject to review and adjustment by DCYF during the initial phase of evaluation.

### **Client Relationship Management** (maximum of 2 pages)

- Describe how your team approaches relationship cultivation and collaboration to deliver high quality evaluation products.

### **Proposal Format**

- 8 ½ by 11 paper, 1 inch margins
- Double-spaced
- 12-point font
- Within the specified page limitations per section:
  - Justice Systems Evaluation Experience – up to 4 pages
  - Proposed Staff Qualifications – up to 4 pages
  - Proposed Evaluation Plan – up to 10 pages
  - Client Relationship Management – up to 2 pages
- Includes all required elements: (1) Contractor Information, (2) Justice Systems Evaluation Experience, (3) Proposed Staff Qualifications, (4) Proposed Evaluation Plan, (5) Client Relationship Management



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Narrative responses to the Justice Systems Expertise, Proposed Staff Qualifications, Proposed Evaluation Plan, and Client Relationship Management prompts above will be reviewed and scored along a 100-point scale by DCYF readers. Point allocations per prompt are as follows:

<b>Proposal Section</b>	Justice Systems Expertise	Proposed Staff Qualifications	Proposed Evaluation Plan	Client Relationship Management
<b>Maximum Points</b>	30	25	35	10

### Cost Proposal

Using a table or spreadsheet format, provide a total Cost Proposal with a breakdown of:

- Number of hours and cost per activity or deliverable listed in the Proposed Evaluation Plan.
- For permanent staff, hourly billing rate by project role (e.g. Project Manager, Analyst) and estimated hours each staff person would allocate to each activity or deliverable listed in the Proposed Evaluation Plan.
- For subcontractors, name of subcontractor and/or subcontractor firm, hourly billing rates by project role (e.g. Project Manager, Analyst), and estimated hours subcontractor would allocate to each activity or deliverable listed in the Proposed Evaluation Plan.
- Estimated total amount for other evaluation costs, such as travel, report development, printing.
- Total number of hours.
- Total cost for all services under this RFP.

<b>RFP Submission Timeline</b>	
RFP Issue Date	October 1, 2018
Advance Questions Deadline	October 8, 2018 at 9:00am PST
Responses to All Questions Posted Online	October 15, 2018 at 5:00pm PST
Deadline for Proposals	October 26, 2018 at 5:00pm PST
Contract Intent Award Notification	December 2018



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### **Instructions for RFP Questions and Communications**

In lieu of a pre-proposal conference and to ensure fair and equal access to information about this RFP, questions may be emailed to [rfp@dcyf.org](mailto:rfp@dcyf.org). Questions must be received by 9:00am PST on Monday October 8, 2018. No questions will be accepted after the deadline. DCYF will email a summary of all questions and responses pertaining to this RFP to all pre-qualified firms by 5:00pm on October 15, 2018.

### **Instructions for RFP Submission**

Firms should email their proposals to [rfp@dcyf.org](mailto:rfp@dcyf.org). **All proposals must be received by 5:00pm PST on October 26, 2018.** Upon receipt of proposals, applicants will receive an email indicating that the submission has been received.