



MILWAUKEE COUNTY
DEPARTMENT OF HEALTH AND HUMAN SERVICES

Delinquency and Court Services Division
PROGRAM REQUIREMENTS/DESCRIPTIONS

YEAR 2017
REQUEST FOR PROPOSAL
PURCHASE OF SERVICE GUIDELINES

Issued July 18, 2016
Proposal due 4:00 PM CDT, September 9, 2016

DELINQUENCY AND COURT SERVICES DIVISION

PROGRAM REQUIREMENTS/DESCRIPTIONS

PART 1

PROGRAM PROPOSAL REQUIREMENTS

REQUIRED SUBMITTALS - PROGRAM PROPOSAL

Requirements		Proposal	
Item #	Item Description	Check each Item Included	Page # of Proposal
Part 3 –PROGRAM PROPOSAL			
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Agency attests that all items and documents checked are complete and included in the proposal packet.

Authorized Signature: _____ Date: _____

Printed Name: _____

Title: _____

Agency: _____

See also the *2017 Technical Requirements* booklet for additional forms and instructions.

Program Descriptions can be found starting on P. 2-DCS-1

Performance-Based Contracts

Over the next few years, the programs up for competitive proposals for 2017 and later will be converted to **performance-based contracts**. The timeframe over which these contracts will be phased in will depend upon the program. Each specific program description will indicate whether it is performance-based and the tentative timeframe over which the performance measures will be implemented. In some cases, 2017 will be used to gather data and obtain a baseline. In other cases, baseline information is already available to the program and the performance incentives will begin to be paid in 2017.

As with non-performance-based contracts, contracts with a performance component will have a base amount that can be earned by invoicing monthly for the quantity of units provided or expenses booked in performing services under the program. However, over and above the base amount of the contract, agencies will have the opportunity to receive additional payments quarterly, or at intervals as determined by the program, by showing that performance goals were met during the associated performance period. Performance goals will be specified for each affected program description in this document. In many cases, these programs will also have additional performance goals that contractors will be expected to meet, but only a portion of those goals have been tied to performance-based payments.

When completing your budget for a performance-based program, budget for the total amount of the contract, the base allocation plus the performance incentive, if any.

Program descriptions may set minimum performance targets. For some programs, the level of performance proposed by respondents over and above minimum targets may, in part, serve as a basis for scoring proposals. In some cases, the required level of achievement for each indicator in order to earn the performance incentive may be arrived at during contract negotiations.

Successful proposers will receive instructions on invoicing for the base amount as well as for the performance-based payments prior to the start of the new contract.

This **PROGRAM REQUIREMENTS/DESCRIPTIONS** document is made up of Program Requirements, Forms and Procedures (Part 1), and Program Descriptions (Part 2). Make sure you read and understand the requirements of the program description in Part 2 before beginning to write your program proposal under Part 1.

PROGRAM PROPOSAL: COMPLETE FOR EACH PROGRAM

A separate PROGRAM PROPOSAL must be completed for each program for which an agency is requesting DHHS funding. Agencies are required to submit a separate program proposal section for each program, not for each site. If an agency offers a program at more than one site, Items 26 and 27 must be submitted **for each site**. One original and five copies of each program proposal must be submitted in order to be considered for programs up for competitive proposals.

PROGRAM ORGANIZATIONAL CHART

ITEM # 20

Provide an organizational chart which shows, in detail, position titles and reporting relationships within the specific program being proposed. Include all positions for which funding is being requested.

YEAR 2017 MISSION STATEMENT

ITEM # 21

Submit your agency's Mission Statement related to the program you are applying for. Explain how it aligns with the Division or Program's stated mission, values or goals.

(Item 21 comprises the points scored under Mission)

AGENCY LICENSES AND CERTIFICATIONS

ITEM # 22

Submit a copy of each agency license or certificate required to provide the service for which you are requesting funds and copies of any notices of noncompliance or restrictions.

CULTURAL COMPETENCE

ITEM # 23

Cultural Competence - A set of congruent behaviors, attitudes, practices and policies formed within a system, within an agency, and among professionals to enable the system, agency and professionals to work respectfully, effectively and responsibly in diverse situations. Essential elements of cultural competence include valuing diversity, understanding the dynamics of difference, institutionalizing cultural knowledge, and adapting to and encouraging organizational diversity.

Cultural Humility - Cultural Humility recognizes variation within members of a group which may otherwise be similar in terms of race, gender, ethnicity, or other characteristic. The emphasis in Cultural Humility is not on specific knowledge of any given cultural orientation, but rather on an approach which demonstrates a respectful attitude toward diverse points of view, recognizing that groups of individuals cannot be reduced to a set of discrete traits. This approach specifically avoids making broad assumptions about groups based on defined traits or behaviors; instead, it focuses on recognizing and integrating the unique perspective each client brings to the service delivery experience.

Describe your proposed strategy for developing and maintaining Cultural Competence. Apart from having a culturally diverse board and or staff, please provide specific examples of existing and/or proposed policies, procedures, and other practices promoting Cultural Competence. A defining characteristic of Cultural Humility is client centered care. Proposers should describe their client centered approach specifically in terms of how it incorporates Cultural Humility.

(Item 23 partially comprises the points scored under Cultural Diversity and Cultural Competence)

EMERGENCY MANAGEMENT PLAN

ITEM #24

In order for Agencies under contract with DHHS to be prepared for a natural or man-made disaster, or any other internal or external hazard that threatens clients, staff, and/or visitor life and safety, and in order to comply with federal and state requirements, Agencies shall have a written Emergency Management Plan (EMP). All employees shall be oriented to the plan and trained to perform assigned tasks. **Submit a summary of your Emergency Management Plan (no more than 6 pages) that identifies the steps Proposer has taken or will be taking to prepare for an emergency and address, at a minimum, the following areas and issues:**

1. Agency's order of succession and emergency communications plan, including who at the facility/organization will be in authority to make the decision to execute the plan to evacuate or shelter in place and what will be the chain of command;
2. Develop a continuity of operations business plan using an all-hazards approach (e.g., floods, tornadoes, blizzards, fire, electrical blackout, bioterrorism, pandemic influenza or other natural or man-made disasters) that could potentially affect current operations or site directly and indirectly within a particular area or location;
3. Identify services deemed "essential", and any other services that will remain operational during an emergency (**Note, Agencies who offer case management, residential, or personal care for individuals with medical, cognitive, emotional or mental health needs, or to individuals with physical or developmental disabilities are deemed to be providers of essential services**);
4. Identify and communicate procedures for orderly evacuation or other response approved by local emergency management agency during a fire emergency;
5. Plan a response to serious illness, including pandemic, or accidents;
6. Prepare for and respond to severe weather including tornado and flooding;
7. Plan a route to dry land when a facility or site is located in a flood plain;
8. For residential facilities, identify the location of an Alternate Care Site for Residents/Clients (**Note, this should include a minimum of two alternate facilities, with the second being at least 50 miles from the current facility**);
9. Identify a means, other than public transportation, of transporting residents to the Alternate Care location (**Note, for Alternate Care Sites and transportation, a surge capability assessment and Memorandum of Understanding (MOU) with Alternate Care Site and alternative transportation provider should be included in the development of the emergency plan**);
10. Identify the role(s) of staff during an emergency, including critical personnel, key functions and staffing schedules (**Note, in the case of Personal Care Workers, staff should be prepared to accompany the Client to the Alternate Care Site, or local emergency management identified Emergency Shelter**). Provide a description of your agency's proposed strategy for handling

fluctuations in staffing needs. Examples may include, but are not limited to: referral networks, flexible staffing, on-call staff, or “pool” workers, and other strategies to expand or reduce physical or staff capacity due to crisis, variations in client volume, or other staffing emergencies;

11. Identify how meals will be provided to Residents/Clients at an Alternate Care Site. In addition, a surge capacity assessment should include whether the Agency, as part of its emergency planning, anticipates the need to make housing and sustenance provisions for the staff and/or the family of staff;
12. Identify how Agencies who offer case management, residential care, or personal care for individuals with substantial cognitive, medical, or physical needs shall assist Clients to individually prepare for an emergency and obtain essential services during an emergency, including developing a Care Plan that includes an emergency plan on an individual level.
13. Ensure that current assessment and treatment plan for each Resident/Client with specific information about the characteristics and needs of the individuals for whom care is provided is available in an emergency and accompanies the Resident/Client to the Alternate Care Site. This should include: Resident identification, diagnosis, acuity level, current drugs/prescriptions, special medical equipment, diet regimens and name and contact of next of Kin/responsible person/POA.
14. Identify staff responsible for ensuring availability of prescriptions/medical equipment and Client information at Alternate Care Site;
15. Communicate and Collaborate with local emergency management agencies to ensure the development of an effective emergency plan (typically the fire chief, or his/her designee); and
16. Collaborate with Suppliers and Personal Services Providers.

Describe, in detail, formal and informal agreements (such as Memoranda of Agreement) which support elements of your plan, as well as any specific examples of tests, drills, or actual implementation of any parts of your plan. Agencies shall have agreements or MOUs with other agencies or operators of Alternate Care Sites and assess the availability of volunteer staff for such emergencies.

Proposers can find resources for EMPs including sample plans, Mutual Aid Agreement and templates at the following website:

http://www.dhs.wisconsin.gov/rl_dsl/emergency-preparedness/emerg-prep-hva.htm

If Proposer serves persons with special needs receiving in-home care, or care in a supportive apartment, it should have the Client, the caregiver or someone upon whom the Client relies for personal assistance or safety complete the below referenced “DISASTER PREPAREDNESS CHECKLIST FOR INDIVIDUALS WITH SPECIAL NEEDS”.

<http://www.dhs.wisconsin.gov/preparedness/resources.htm>

(Item 24 partially comprises the points scored under Administrative Ability)

PROGRAM LOGIC MODEL AND EVALUATION REPORT

(To be included In Initial Submission of ALL Proposals except for the Birth-3 Program)

ITEM # 25a

Use single words or short phrases to describe the following:

Inputs: List the physical, financial, and human resources dedicated to the program.

Processes/Program Activities: List the services to be delivered, **to include any “Required Program Components” as described in the Program Description found in this document.**

Outputs: List the volume of processes/program activities to be delivered, **to include any “Expected Outputs” listed in Program Description.**

Expected Outcomes: List the intended benefit(s) for participants during or after their involvement with a program, **to include all “Expected Outcomes” listed in the Program description**, as well as any additional outcomes already established for the program. If no “Expected Outcomes” are listed in the Program Description, Proposer shall identify their own expected outcomes for the program. Proposer identified expected outcomes must reflect increases, decreases, or maintenance of knowledge, skills, behaviors, condition, and/or status.

Indicators List the measurable approximations of the outcomes you are attempting to achieve, **to include any required “Indicators” listed in the Program Description.** Indicators are the observable or measurable characteristics which indicate whether an outcome has been met, which shall be expressed by number and/or percentage.

For more examples of Inputs, Processes, Outputs, and Outcomes, see DHHS Outcomes Presentation, March 16, 2006, at: <http://county.milwaukee.gov/ContractMgt15483.htm> (Look under “Reference Documents”)

Projected Level of Achievement-Using column F of your Program Logic Model (Item 25a), identify the number and percentage of participants you project will achieve each “Expected Outcome” for each program proposed.

Describe methods of data collection proposed. Describe how consumers and community members are integrated into the process of evaluating the program, as appropriate, e.g., through satisfaction surveys, board and committee membership, public forums, etc. Include copies of any instruments used to collect feedback from consumers or the community. Give a specific example of how the results of this feedback have been used.

PROGRAM LOGIC MODEL and ANNUAL EVALUATION REPORT (Sample) ITEM # 25a

A	B	C	C1	D	E	F	G	H
Inputs	Processes/Program Activities	Outputs	For evaluation report	Expected Outcomes	Indicators	Projected level of achievement	For evaluation report	
			Actual level of achievement				Actual level of achievement	Description of changes
<i>example</i> Staff Clients Community sites (list major ones) Community living curriculum Transportation (vans)	Staff establish sites for community activities.	32 unduplicated clients will participate in 500 community living experiences.		Outcome 1: Clients increase awareness of community resources.	Number and percent of clients who demonstrate an increase in awareness of community resources, as measured by pre and post test scores	24 (75%) of clients will achieve the outcome		
	Staff and clients identify community interests.			Outcome 2: Clients increase utilization of public and private services in their community.	Number and percent of clients who demonstrate an increase in utilization of public and private services in their community	24 (75%) of clients will achieve the outcome		
	Staff arrange/coordinate transportation to/from community activities.			Outcome 3: Clients generalize acquired skills to other home and community living situations	Number and percent of clients who generalize acquired skills to other home and community living situations	24 (75%) of clients will achieve the outcome		
	Staff facilitate community activities.							
	Staff conduct pre and post activity workshops to teach and support clients' involvement in community life							

PROGRAM LOGIC MODEL and ANNUAL EVALUATION REPORT

ITEM #25a

A	B	C	C1	D	E	F	G	H
Inputs	Processes/Program Activities	Outputs	For evaluation report	Expected Outcomes	Indicators	Projected level of achievement	For evaluation report	
			Actual level of achievement				Actual level of achievement	Description of changes

PROGRAM NARRATIVE

ITEM #25b

Identify the name and number of the program for which you are requesting funding as it is identified in the Program Description.

Provide a narrative to adequately describe the program you are proposing. The Program Description Narrative MUST correspond with and derive from Item 25a, Program Logic Model.

Refer to the Program Description for all the required program components for the program you are proposing. In particular, each proposed program must include:

- All Required Program Components
- Required Documentation
- Expected Outputs
- Expected Outcomes
- Indicators

If no “Expected Outcomes” are listed in the Program Requirements, Proposer shall identify their own expected outcomes for the program. Proposer identified expected outcomes must reflect increases, decreases, or maintenance of the service recipients’ knowledge, skills, behaviors, condition, or status. Where indicated, programs must utilize Indicators as they appear in the Program Requirements, OR Proposer shall propose a minimum of one indicator for each “Expected Outcome”.

In your narrative, describe the agency's ability to provide this program, and the agency's experience serving the targeted populations. Include any existing agency programs utilizing a similar service delivery system and the number of years the program has been in operation. Discuss past service experience with similar contracts. Specifically address recent and current experience in terms of program volume, target population, dollar amount of contract, and service mix (i.e., types of services provided).

(Items 25a and b partially comprise the points scored under Service Plan and Delivery)

(Items 25b and 25c & 25d (as applicable) partially comprise the points scored under Previous Experience)

EXPERIENCE ASSESSMENT FOR NEW PROPOSER AGENCY

ITEM # 25c

For agencies with some history of funding, but without a current DHHS contract. **This document shall be completed by a prior funder**, and is subject to verification.

If unable to get an Experience Assessment from a prior funder, proposer may submit alternate documentation to verify agency experience. Examples of alternate documentation include, but are not limited to: grant agreements, grant proposals, correspondence, contracts, evaluation reports, or annual reports. Please submit this information attached to form 25c. Also please provide contact information of the prior funder, i.e. contact person, title, phone number, and email address.

Performance Assessment for (Agency)_____

From (Funding Source)_____

Please provide the following information relating to Agency's history with Funding Source.

1. Name of Program_____

2. When and for how long did Funding Source fund this program?_____

3. Program volume: How many people did this program serve?_____

4. Target Population: What was the primary target population for this program?_____

5. What was the dollar amount provided by Funding Source?_____/year

6. What services were provided through this program?_____

EXPERIENCE ASSESSMENT FOR NEW PROPOSER AGENCY

7. Was this program funded through a federal, state or local funding stream under a cost reimbursement framework? (Y/N) _____

8. If no longer funding this program, why not? _____

9. What level of program performance was achieved? Please calibrate your ratings according to the following scale:

- 0 Does/did not meet expectations
- 1 Meets/met very little of what is/was expected
- 2 Meets/met fewer than half of expectations
- 3 Meets/met more than half of expectations
- 4 Meets/met all expectations
- 5 Exceeds/exceeded all expectations

Please evaluate the following performance areas circling the number corresponding to the rating scale on previous page:

Appropriate use of budget
0 1 2 3 4 5 NA

Comments: _____

Achievement of established outcomes
0 1 2 3 4 5 NA

Comments: _____

Timely submission of program reports
0 1 2 3 4 5 NA

Comments: _____

Accurate submission of program reports
0 1 2 3 4 5 NA

Comments: _____

Signed,

Name (print) _____

Title _____

Phone _____

Email _____

(Items 25c, 25d, or 25e as applicable, partially comprise the points scored under Administrative Ability

Item 25c or 25d, as applicable, comprises the points scored under Outcomes and Quality Assurance)

**EXPERIENCE ASSESSMENT FOR NEW PROPOSER
ORGANIZATIONAL LEADERSHIP**

ITEM #25d

For new agencies, or for agencies without a contracting history of any kind, complete and submit this form. A separate form should be submitted for the *head of the organization, senior fiscal and program staff*. **This document shall be completed by a prior funder or by a prior employer**, and is subject to verification.

A separate form should be submitted for the *head of the organization and senior fiscal and program staff*. Please have a prior funder or a prior employer complete the form(s).

If unable to get an Experience Assessment from a prior funder, proposer may submit alternate documentation to verify organizational leadership. Examples of alternate documentation include, but are not limited to: current or previous position/job description, prior agency's mission statement, W2 form, or annual report. Please submit this information attached to form 25d. Also please provide contact information of the prior funder, i.e. contact person, title, phone number, and email address.

Performance assessment for (Individual): _____

From (Agency) _____

Please provide the following information relating to Individual's history with Agency.

1. Individual's title _____

2. When and for how long did Individual work for Agency? _____

3. Program volume: How many people were served by this program? _____

What was Individual's role in program administration?

_____ Direct _____ Indirect (supervision) _____ Limited or none

4. Target Population: What was the primary target population for this program? _____

5. What was the dollar amount provided by Funding Source? _____/year

What was Individual's role in fiscal management of the program?

_____ Direct _____ Indirect (supervision) _____ Limited or none

6. What services were provided through this program? _____

7. If no longer funding this program, why not? _____

EXPERIENCE ASSESSMENT FOR NEW PROPOSER LEADERSHIP

8. What level of program performance was achieved? Please calibrate your ratings according to the following scale:

- 0 Does/did not meet expectations
- 1 Meets/met very little of what is/was expected
- 2 Meets/met fewer than half of expectations
- 3 Meets/met more than half of expectations
- 4 Meets/met all expectations
- 5 Exceeds/exceeded all expectations

Please evaluate the following performance areas circling the number corresponding to the rating scale on previous page:

Appropriate use of budget

0 1 2 3 4 5 NA

Comments: _____

Achievement of established outcomes

0 1 2 3 4 5 NA

Comments: _____

Timely submission of program reports

0 1 2 3 4 5 NA

Comments: _____

Accurate submission of program reports

0 1 2 3 4 5 NA

Comments: _____

Signed, _____

Name (print) _____

Title _____

Phone _____

Email _____

Program Evaluation: Agencies **currently under contract to the DHHS** in 2016 must include a copy of the most recent annual or semi-annual program evaluation report for the program currently provided, or, if several programs are being provided, for the program that is the most similar to the service being applied for in this proposal.

2017 PROVIDER SERVICE SITE INFORMATION

ITEM #26

Provide a separate sheet for each site location where services are provided.

Agency Name:	Site Name:
Site Address:	City/State/Zip:
Site Contact Person:	Title:
Phone:	Email:
Fax:	

Describe differences in programs or services available at this site:

Total number of unduplicated consumers you are presently able to serve at any one time: _____

Total number of unduplicated consumers you are currently serving: _____

Please check if your agency provides the following at this site:

- Programs for men Programs for women Programs for men & women
- Services for pregnant women
- Services for families with children Childcare provided
- Services for Persons Involved in the Criminal Justice System
- Services for the Developmentally Disabled
- Services for the Physically Disabled
- Services for persons with co-occurring mental health and substance use disorders
- Wheelchair accessible

Hours of operation: for specific program for all programs at this site

Monday:

Tuesday:

Wednesday:

Thursday:

Friday:

Saturday:

Sunday:

Emergency contact available 24 hours Emergency number _____

Agency owns this Service Site

Agency leases this Service Site:

Expiration date of Lease: _____
(lease must extend through the end of the contract year, at minimum)

Item 26 Service Site Certification:

I certify that the **PROVIDER SERVICE SITE INFORMATION** is correct as of the date of proposal submission.

Signed, _____

Name (print) _____

Title _____

Phone _____

Email _____

PROGRAM ACCESSIBILITY

ITEM #27

What is your agency's plan to serve clients:

- With physical disabilities
- With developmental disabilities
- With hearing impairment
- With visual impairment
- Who are non- English speaking or have limited English proficiency
- Who require personal care assistance

List any other services enhancing program access, e.g. agency located near public transportation, etc.

STAFFING PLAN

ITEM # 28

Describe the staffing plan and its relationship to the volume of clients or services to be provided. Describe in terms of staff to client ratios, client volume or case load per staff, or how many staff are needed to perform a particular activity. Any program with the potential to require 24-hour coverage must submit a detailed description of how, by staff position, coverage will be provided.

Agencies providing services at more than one site must include a description of the staffing pattern for each site, if different. If the staffing pattern is the same for each site, include a statement to that effect.

(Item 28 partially comprises the points scored for Administrative Ability)

(Items 29 and 30 partially comprise the points scored under Staffing Plan)

YEAR 2017 STAFFING REQUIREMENTS-DIRECT SERVICE STAFF

ITEM #29

Indicate the number of staff **directly related to achieve your objectives for the program(s) you are applying for**, as indicated by codes 02 and 04 on Forms 2 and 2A. **Executive staff providing direct services to clients should be budgeted as either “Professional Salaries” or “Technical Salaries” on Budget Forms 2 and 2A (Excel spreadsheet referenced in the *Technical Requirements* document).** Provide a job description plus necessary qualifications for each direct service position (sections A & B) (make additional copies as necessary). **Complete the provider roster (item 30) for current staff working in each program for which a proposal is being submitted.** If the position is unfilled at the time of proposal submission, indicate the vacancy and provide updated staffing form within 30 days of when position is filled. **For New Applicants for this program, submit calculations showing the agency-wide average of in-service/continuing education hours per direct service provider in the previous year.**

PROGRAM _____ 2017 PROGRAM No. _____

POSITION TITLE _____ NO. OF STAFF: _____

Job Description for this position as required to meet the needs of the program specifications. Include qualifications needed to perform job (including certifications or licenses and experience requirements to perform the job). Attach separate sheet, if necessary.

Annual tuition reimbursement granted for this position: \$ _____

Actual total hours worked for all employees in this position for the 12 months prior to completing this application: _____

Annual turnover for *this position (all employees, full and part-time)*, as measured by total number of separations (including voluntary and involuntary) from this position in the twelve months prior to completing this proposal divided by the total number of employees budgeted in this position for the twelve months prior to completing this proposal (show calculation):
_____/_____=_____

For New Applicants for this program who may not have had previous history employing individuals to provide these services, provide annual turnover for the agency as a whole (show calculation):
_____/_____=_____

CURRENT DIRECT SERVICE PROVIDER AND INDIRECT STAFF (DSP) ROSTER ITEM # 30

ITEM 30 is available as a download from: http://county.milwaukee.gov/DHHS_bids

This form should be submitted electronically along with the budget spreadsheet.

CLIENT CHARACTERISTICS CHART

ITEM # 31

Instructions:

ETHNICITY DEFINITIONS

1. **Asian or Pacific Islander:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes China, Japan, Korea, the Philippine Islands and Samoa.
2. **Black:** All persons having origins in any of the Black racial groups in Africa.
3. **Hispanic:** All persons of Cuban, Mexican, Puerto Rican, Central or South American, or other Spanish culture or origin, regardless of race. (Excludes Portugal, Spain and other European countries.)
4. **American Indian or Alaskan Native:** All persons having origins in any of the original peoples of North America, and those persons who maintain cultural identification through tribal affiliation or community recognition.
5. **White:** All persons who are not Asian or Pacific Islander, Black, Hispanic, or American Indian or Alaskan Native.

DISABLED DEFINITIONS

A disabled individual is defined pursuant to Section 504 of the Rehabilitation Act of 1973.

1. Any person who has a physical or mental impairment which substantially limits one or more major life activities (e.g., caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working);
2. Any person who has a record of such impairment; or,
3. Any person who is regarded as having such impairment.

Describe your data source for completing this form. If your projected client composition differs from your previous year's actual client composition, describe the basis for the difference.

(Item 31 (see next page) partially comprises the points scored under Cultural Diversity and Cultural Competence and under Staffing Plan.)

2017 CLIENT CHARACTERISTICS CHART

ITEM # 31

Agency Name _____
 Disability/Target Group _____
 Program Name _____ 2017 Program #
 Facility Name & Address _____

CY 2017 Estimated

1. Unduplicated Count of Clients to be Served/Year (Form 1, Column 1). If your estimate differs from prior year actual, provide an explanation on a separate attached page. For new applicants, include numbers for the program you are currently providing that is most similar to the program you are applying for.

	Number	Percent (%)	Prior year actual
2. Age Group:			
a. 0 - 2			
b. 3 - 11			
c. 12 - 17			
d. 18 - 20			
e. 21 - 35			
f. 36 - 60			
g. 61 & over			
TOTAL			

3. Sex:			
a. Female			
b. Male			
TOTAL			

4. Ethnicity:			
a. Asian or Pacific Islander			
b. Black			
c. Hispanic			
d. American Indian or Alaskan Native			
e. White			
TOTAL			

5. Other:			
a. Disabled individuals			
b. Not applicable			
TOTAL			

Date Submitted:

The total in each category must be equal to the number in Form 1, Column 1, Total Number of Cases (Clients) to be served per Year.

(Rev 7/15)

DELINQUENCY AND COURT SERVICES DIVISION

PROGRAM REQUIREMENTS/DESCRIPTIONS

PART 2

PROGRAM DESCRIPTIONS

2. DHHS PROGRAMS IN THIS VOLUME

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DCSD 014 – Intensive Monitoring & Prevention/Accountability Program (Firearm, Serious Chronic Offender Supervision, Milwaukee Accountability Program, Burglary/Auto Theft Monitoring Program)	2-DCS-25
DCSD 018 -- Evening Report Center	2-DCS-40
DCSD 019 – Community Service and Restitution Coordination	2-DCS-47

DELINQUENCY & COURT SERVICES DIVISION

<u>Program Name</u>	<u>Section/Page</u>
---------------------	---------------------

The following services are not open for competitive proposals (continuing contractors only):

DCSD 001 – Juvenile Education Treatment Initiative	2-DCS-53
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Delinquency and Court Services Division

INTRODUCTION AND INSTRUCTIONS

The mission of the Delinquency and Court Services Division is as follows:

To partner with the community to promote public safety, in the least restrictive setting, by reducing juvenile crime, holding youth accountable, and improving youth competencies through DHHS values*, consumer focus, technology, Evidence-Based Practices (EBP), innovation and effective partnerships.

*DHHS Values: Respect, Dignity, Honesty, Integrity, Excellence, Diversity, Partnership

The Delinquency and Court Services Division (DCSD) provides statutorily required screening, assessment, and supervision of youth referred for delinquency and juveniles in need of protection and services (JIPS). The Division administers a variety of services and programs to enhance public safety through policies and practices that support fair and respectful treatment of stakeholders; clients and staff; and, in cooperation with the courts, community, and system partners, reduce the risk of re-offense.

Administration and Support functions provide policy direction, programmatic and fiscal management, research and analysis of data, budget development, procurement of services, and development of collaborative alliances with outside agencies.

The **Secure Detention Center** provides secure custodial care of detained youth including education and short-term mental health and physical health services.

Intake and Probation Services provide statutorily required screening, assessment, and supervision of youth referred for delinquency and juveniles in need of protection and service matters. These functions coordinate the provision of direct services, monitor and respond to court compliance, and provide other services for the court as directed.

Purchased Services oversees and contracts for a variety of direct and support services through various contracts and agreements. Target areas include prevention, diversion, and support services, alternative education settings, out of home placement, targeted supervision, correctional alternative programs, and re-entry support.

DCSD purchases services to match the priorities of our service area and to manage with efficiency and efficacy the available resources. Substantial effort has gone into applying for grants that supplement state and county funding. In 2012, as a result of a competitive grant process, DCSD was selected as one of three jurisdictions nationwide to serve as a demonstration program for the Juvenile Justice Reform and Reinvestment Initiative (JJRRI)

funded by the federal Office of Juvenile Justice and Delinquency Prevention. This initiative is designed to implement a set of evidence-based and cost-measurement tools for assessing juvenile justice programs and to use the results to improve services and inform decision-making and resource allocation with the ultimate goal of achieving better outcomes for youth.

DCSD attempts to utilize its funds to provide a broad continuum of services for juveniles. DCSD continues to strive to develop and support service models that are evidence-based, culturally competent, culturally diverse, trauma informed and will meet the needs of our youth, families and community. DCSD is investing in expanding community alternatives to safely reduce reliance on secure confinement and out of home placements. This initiative is consistent with system reform efforts being undertaken as part of Milwaukee County's participation as one of three Wisconsin demonstration sites in the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI). JDAI is a national juvenile detention reform effort that has been implemented in nearly 200 jurisdictions in 39 states and is specifically aimed at safely reducing reliance on confinement of youth by employing eight core strategies.

For calendar year 2017, five programs have been placed within the Request for Proposal (RFP) for Delinquency and Court Services. The remaining programs fall within multi-year contracting cycles and, based upon service needs and priorities, will be included in the RFP for a subsequent contract year.

PROGRAM DESCRIPTIONS

Please note: Applicants should routinely check the Milwaukee County DHHS website for updates to the RFP throughout the application and prior to submitting a proposal.

Programs Open for Competitive Proposals for Contract Year 2017

DCSD is issuing a Request for Proposals for contract year 2017 for the following programs. These programs are open for competitive application (detailed program descriptions follow this introduction).

DCSD 008 – Level 2 In-Home Monitoring Program

(pre-dispositional w/programming & optional GPS AND post-dispositional w/programming & GPS)

DCSD 011 – Shelter Care

DCSD 014 – Intensive Monitoring & Prevention/Accountability Program

DCSD 018 – Evening Reporting Center

DCSD 019 – Community Service & Restitution Coordination

Agencies seeking to contract for the provision of these programs are required to submit a **complete application** package that includes all of the documents and formats as defined in this document, the *Year 2017 Request For Proposal - Purchase of Service Guidelines*.

Applicants not currently providing the proposed program should include a separate and distinct action plan and time frame for program start-up as part of the Program section of the application. While consideration may be given for documented and justified additional transition costs, applicants are strongly encouraged to remain within the tentative funding levels.

Programs Not Open for Competitive Proposals for Contract Year 2017 (Multi-Year Contracting Cycle)

The following Purchase of Service programs currently fall within a multi-year contracting cycle and **are not open** to new provider agencies. The **current provider** agencies for these programs must file a **partial application for each program** that includes all the items listed under FINAL SUBMISSION plus the Authorization To File for 2017 and any other items that have changed from the previous year. Please refer to the Technical Requirements section of this document.

DCSD 001 – Juvenile Education Treatment Initiative

DCSD 004 – Community Connections and Supervision Engagement Program

DCSD 006 – Group Care

DCSD 007 – Re-Entry Coordination Services

DCSD 016 – Alternative Sanction Program

DCSD 020 – Community Accountability Panels

Partial applications for programs that fall within a multi-year contracting cycle are due the same date and time as the complete application for programs that are included in the 2017 RFP.

Please note: Tentative funding levels are based upon Departmental level budget requests and thus subject to change based upon the final adopted 2017 County Budget. As a result, significant changes may occur in the structure and or funding of our programs by the time the applications are due for submission in September. Applicants should routinely check the Milwaukee County DHHS website for updates to the RFP throughout the application and prior to submitting a proposal.

PROGRAM PURPOSE

The Level II In-Home Monitoring Program with Global Positioning System is a pre-dispositional and post-dispositional monitoring program that is designed to serve both male and female youth as an alternative to secure detention. The program will serve youth pending court for alleged delinquency and youth who are on an order of supervision.

The program provides intensive in-home monitoring services to youth and their families in an effort to support parental home supervision, to avoid additional offenses and to appear for their court hearings. Youth can be court ordered into this program or referred by their Human Service Worker (HSW) and remain until the time of disposition or discontinuation of services is deemed appropriate by the court or the Delinquency and Court Services Division (DCSD). The program is based on the belief that juveniles who remain connected with their families, schools, peers, employers, and with other community resources, will decrease the likelihood of further contact with the juvenile justice system. This is accomplished through a structured supervision plan, program support and counseling, advocacy and the availability of 24-hour crisis intervention. The use of Global Positioning System (GPS) is also an option for pre-dispositional youth and mandatory for post-dispositional youth as an added program and monitoring component.

In 2017, the program is designed to serve 140 pre-dispositional youth and 50 post-dispositional youth at one time. Historically the program has been divided between two vendors serving the North and South side (boundaries determined by DCSD). Funding awards are allocated based upon the percentage of slots designated to each service area. Based on service needs (and subject to change), the projected allocations for 2017 are 50 slots on the North side and 90 slots on the South side for pre-dispositional youth and 25 slots each on the north and south side for post-dispositional youth.

- **REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND REQUIRED OUTPUTS**

- When addressing this section of the Request for Proposal (RFP), refer to Item #25a, "Program Logic Model and Annual Evaluation Report" and Item #25b, "Program Narrative", both found in this RFP.

PROGRAM COMPONENTS

A brief description of minimum required components is described below. The scope of services is not limited to these specific descriptions.

Supervision/Tracking

The supervision component of the program provides the foundation from which all other services are delivered. 24 hour monitoring is required, with at least two face-to-face contacts per day expected, unless otherwise described or approved. Daily monitoring includes school, home and in the community.

- The provider must perform at least one school contact per day (employment contact if not attending school) on weekdays and at least one home contact during the day on weekends.
- The provider must know the whereabouts of youth at all times making necessary the development of a reporting/call-in plan to ensure the adequate tracking of youth under supervision.

Responding to Violations

The provider shall investigate and document all violations of the program requirements and any conditions placed on the Temporary Physical Custody Order. The provider must submit a report to DCSD per policy and procedure for the following circumstances:

- Any violations of special conditions placed on the Temporary Physical Custody Order
- Three or more failures of face-to-face contacts with the Level II monitor
- Four or more failures of phone contacts verification with the Level II monitor
- If there is reasonable belief that the youth is in violation of a 24/7 curfew order or has been in prohibited locations
- If the youth is missing from home/placement and attempts to locate them have been unsuccessful

Global Positioning Systems (GPS)

DCSD may approve or the Court may order the use of GPS technology as an enhancement to Level II Monitoring in select circumstances. The target youth are those that are moderate to high risk to reoffend, per the Youth Assessment and Screening Instrument (YASI) and who need additional monitoring and support. Pre-dispositional youth may be put on GPS based on the level of need of supervision and accountability. Post-dispositional youth should always be put on GPS. Level II Monitoring agencies are expected to follow the DCSD "Use of Global Positioning Systems (GPS) as an Enhancement to Level II Monitoring" Policy and Procedure. Responsibilities of the Level II Monitoring agency in relation to GPS are detailed in that document and include but are not limited to:

- Requesting the use of GPS from DCSD
- Reviewing the GPS contract with the youth and family and obtaining signatures

- Installing the GPS tracking device
- Setting up the youth's schedule in the web-based GPS tracking system
- Providing ongoing, 24 hour monitoring of youth on GPS
- Investigating violations and submitting reports detailing the violations for a capias/apprehension request in accordance with DCSD policy and procedure
- Terminating the use of GPS and removing the GPS tracking device
- Providing device replacement and re-banding as needed
- Responding to all alerts in the timeframe set forth by DCSD
- Collaborate with local police municipalities as appropriate and directed by DCSD

Counseling

Level II Monitoring agencies shall provide counseling services, including individual, group and family counseling, or the combination thereof, should be based on the youth's needs. Counseling services should be a **minimum** of three (3) hours per week.

- Individual counseling should be available to all youth. It may be in the form of structured counseling sessions or integrated into any of the other program components. Counseling topics can include anger management, communication skills, appropriate decision-making and self-esteem.
- Family counseling should be available to all families. The need for family counseling can be addressed in several ways, including scheduled private family sessions with the Clinician or referral to a community resource.
- Group counseling should be available to all youth. Youth should participate in a minimum of two (2) hours of group counseling sessions per week. The Clinician and Caseworkers must facilitate the groups. Group sessions should deal with a variety of issues such as anger management, adolescent sexuality, problem solving, appropriate decision-making and self-esteem. The primary goal of group counseling should be to develop positive behavioral changes.

Crisis Intervention

Crisis intervention services must be provided 24 hours a day on a daily basis. Clinicians or Caseworkers may provide the crisis intervention services, with oversight and guidance provided by the Clinician. The agency under contract should maintain a relationship with local law enforcement and the Mobile Urgent Treatment Team (MUTT) to properly respond to any crisis that creates a risk of harm or safety.

Family Dynamics

The entire family should be engaged and have involvement with the program in order to make the youth's experience more successful. The agency should incorporate a family support assessment and plan as needed. The goal is to help families meet their own needs by improving interpersonal relationships and the parenting skills of the parents.

Educational Services

For youth enrolled in an educational program, the Caseworker will be responsible for meeting with the appropriate school representatives in order to build a positive working relationship and to better serve the academic needs of the youth. The Caseworker must visit the assigned school daily as part of the required face-to-face contact. If the youth is not enrolled in school when placed in the program, the agency under contract must work closely with the school system and parent/guardian to transition the youth back into an educational program.

The agency under contract should also provide one-on-one tutoring services to youth who require these services.

Pre-Vocational Services

Pre-vocational services should be available for youth who would benefit from them. Life skills and job readiness training should be offered to increase participants' chances of finding and maintaining employment.

Recreational Programming

All youth in the program should be encouraged to participate in structured therapeutic recreational activity at least once per week. Youth should be exposed to various activities to learn alternative ways to spend their free time and promote engagement with the program. The agency must provide a group recreational opportunity at least one time per month.

Transportation

The agency under contract must provide transportation as necessary for youth to ensure participation in counseling sessions, court, educational and medical appointments and recreational activities.

Admission and Discharge Procedures

Milwaukee County staff determines program referrals and discharges.

Upon receipt of the Program Admission form and current Temporary Physical Custody Order from DCSD, the program staff is to contact the youth and family within 24 hours of a referral to complete a program intake. An individual assessment and service plan

document is to be developed on each youth and family as part of the intake process. The initial assessment should be conducted in person and when possible in the home. A copy of the intake shall be sent to the youth's assigned worker. Upon discharge from program, a written report with recommended services and dosage should be provided to the assigned HSW per DCSD policy and procedure.

Client Characteristics

Youth referred to this program are pending charges, are recently charged with a delinquent act, adjudicated of a delinquent act and/or being assessed for services by DCSD. The client characteristics chart below represents youth served in the Level II Monitoring program from 1/1/2015 to 12/31/2015. Please note that clients may be duplicated in the counts below if they had multiple admissions to the program. The below data should be used to complete submission Item #36 Client Characteristics.

Age of youth served	Female		Male		Total
9	0	0%	1	100%	1
10	0	0%	2	100%	2
11	2	20%	8	80%	10
12	5	15%	29	85%	34
13	11	16%	59	84%	70
14	33	19%	141	81%	174
15	55	21%	209	79%	264
16	73	22%	255	78%	328
17	13	18%	60	82%	73
18	2	100%	0	0%	2
Grand Total	194		764		958

Ethnicity of youth served	F		M		Grand Total
Asian or Pacific Island	1	50%	1	50%	2
Black	146	19%	637	81%	783
Hispanic	26	23%	87	77%	113
American Indian or Alaskan Native	1	100%	0	0%	1

Unknown	0	0%	1	100%	1
White	20	34%	38	66%	58
Grand Total	194		764		958

Staffing Pattern

The Caseworker staff shall have a minimum of a Bachelor’s Degree in social work or an allied field such as psychology, criminal justice or counseling. Certification by the State of Wisconsin as an Intake Worker or Social Worker is desirable along with at least one year of experience either in a public or private youth agency setting.

The Clinician needs to meet one of the following criteria:

- (1) Wisconsin Licensed Practitioners Practicing Privately or in a Wisconsin Certified Clinic.
 - Licensed Clinical Social Worker
 - Licensed Marriage and Family Therapist
 - Licensed Professional Counselor
 - Licensed Psychologist
 - Psychiatrist
- (2) Music, Art, Dance Therapist with Wisconsin Psychotherapy License
- (3) Other Qualified Professionals in a Certified Outpatient Psychotherapy Clinic

A written description of the agency’s initial orientation plan and ongoing staff development activities should be included with the application in Item #32.

PROPOSAL SUBMISSIONS REQUIREMENTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, “Program Logic Model and Annual Evaluation Report” and Item #25b, “Program Narrative”, both found in this RFP, unless otherwise specified.

The program narrative should provide a comprehensive service delivery plan that is responsive to the program requirements. The following elements should be addressed in the program narrative:

- Implementation plan and time frame for program start up (if new proposer).
- Description of how referrals will be managed from point of receipt through program discharge.
- Client engagement strategies and matching of individual needs to services.

- Description of each of the program activities and how they will be provided and by whom.
- If applicable, indicate the phases of service, the length of time in each phase, and the criteria used to move youth from one phase to the next.
- Sample participant weekly schedule of activities (for each phase, if applicable).
- For each group activity, describe the anticipated size, length, duration, dosage, format, schedule, and identified facilitators and relevant credentials. Identify any established curricula to be used. Please note that full fidelity to established evidence-based curricula is preferred. However, if a modified curriculum is proposed, please describe the modifications to be made and the justifications for such.
- Parent participation in the service delivery plan.
- Consideration of age, gender, culture, ethnicity, language, and capabilities of participants in the service delivery plan.
- Incorporation of relevant juvenile justice research, best practices, or evidence-based practices, into the service delivery model, such as:
 - Research evidence about what works in reducing offending through addressing criminogenic needs
 - Research on adolescent development
 - Use of rewards and consequences
- Agreements and working collaborations with other community agencies that will provide services to the target population. Include any letters of agreement.
- Description of specific quality assurance activities to ensure adherence to the service delivery model and administrative protocols. Identify persons responsible for quality assurance activities.
- Description of information management system, databases, and/or other methods for collecting and recording data on client contacts, services provided, and client outcomes. Describe data elements collected.
- Program incumbents should provide a summary description of their most recent program evaluation. Include any changes made in the program as a result of the evaluation.

REQUIRED DOCUMENTATION

Documentation requirements will be determined by Milwaukee County.

The agency shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

The agency shall submit written and timely reports detailing the violations that have occurred in consideration of whether DCSD should authorize GPS or an apprehension request.

A progress report on each youth placed in the program must be submitted to the Children's Court Center on a weekly basis. In addition, a detailed report to the court detailing the youth's activities and any violations must be completed for each youth and submitted in advance of the scheduled court hearing. The formats for progress reports and for reports to the court will be determined by Milwaukee County.

The agency shall maintain individual case files. Individual case files must include:

- Referral forms.
- Initial client and family intake forms.
- Initial client and family assessments and service plans.
- Service plan reviews.
- Case Notes/Service Documentation (to include logs and/or sign-in sheets, progress notes, monthly reports, summary notes and/or any other written or electronic documentation completed by the Direct Service Provider to support that the Covered Service was provided to the Service Recipient). Case Notes must include the following minimum elements: service code or name; name(s) of the Direct Service Provider(s); client and Service Recipient name; the date, actual start time, actual end time, duration, location of the service; intervention; summary of the activity engaged in; Service Recipient's response to the Covered Service; Direct Service Providers signature and signature date and any other elements as required by Purchaser Policy or Procedure.
- Consent forms (including Release of Information, Consent for Services, Transportation Consent).
- Incident reports.
- Discharge summaries.

The provider must have a Policy and Procedure Manual covering how the service delivery model and administrative protocols will be implemented for each program component.

Please include copies of proposed forms and document formats with your application.\

Data on Operations and Services

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile and maintain statistical data information as specified by the Division regarding the quality of programmatic and administrative operations, and the dosage of each individual service provided to youth (including duration and amount of service). The vendor shall complete and submit to the Division specified data for all services when requested.

EXPECTED OUTCOMES AND INDICATORS

The annual Program Evaluation Report shall include the format and content specified in this document.

The goal of the Level II In-Home Monitoring Program is to maintain youth within their parental or relative home, ensure court appearances, and reduce the likelihood of re-offense.

Outcome 1: 90% of youth will attend scheduled court hearings.

Indicator: Number and percent of active youth that attend scheduled court hearings.

Outcome 2: Less than 15% of youth will be discharged as a result of the issuance of a capias/apprehension request.

Indicator: Number and percent of youth discharged as a result of the issuance of a capias/apprehension request.

Outcome 3: 90% of youth will not have a re-offense while on Level II Monitoring.

Indicator: Number and percent of youth who have a new referral and petition, adjudication or DPA during program participation.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

Separate reimbursement will be made to the agency in the event that the need for service capacity exceeds the expense-based capacity. While these periods tend to be episodic, the program's purpose requires timely access to services. The rate for youth served in excess of the allotted slots on any given day is \$31.50 per overflow youth on that day.

PROGRAM PURPOSE

The purpose of Shelter Care is to provide short-term (typically 30 days) non-secure, supervised residential programming to youth. The program will primarily serve youth pending court for alleged delinquency. Other youth involved in Juvenile Justice Center matters may be placed in Shelter Care at the discretion of either the DCSD or the Children's Court. Shelter Care is designed to be an alternative to secure detention placements for all youth referred.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, "Program Logic Model and Annual Evaluation Report" and Item #25b, "Program Narrative", both found in this RFP.

PROGRAM ATTRIBUTES

The program attributes are separated into the various categories listed below. Each category of attributes is further separated into the *desired* attributes and the *required* attributes. Proposals that do not clearly meet all required attributes will receive lower scores, and may be considered unresponsive. Proposals containing both the required and the desired attributes will receive higher scores.

Capacity*Desired:*

The DCSD desires a program model that provides the required capacity, while allowing for cost efficiencies to be achieved during times of lower program utilization. The desired model would allow for more program resources to be redirected from funding idle capacity towards increasing the quality of services to youth.

Required:

The DCSD plans to enter into one or more contracts to maintain the capacity to provide Shelter Care to 22 males and 12 females on any given day. Males and females must reside in separate facilities, receive separate programming, and each youth must have his or her own room. Providers may propose to provide either the entire desired capacity, or any portion thereof. Shelter Care is 24 hour, supervised care.

Licensure

Desired:

The DCSD desires proposals for Shelter Care facilities and operations with an excellent record of licensure compliance.

Required:

Prior to January 1, 2017, the Department of Children and Families must have issued to the provider a Shelter Care Facility License per the pertinent provisions of Section 48.60 through 48.77 of Wisconsin Statutes and Chapter DCF 59 of Wisconsin administrative code. The license must pertain to each proposed location and corresponding capacity for the location(s). If all necessary licenses have not been issued by the proposal due date, then proposers may submit their plans and documentation of their progress towards obtaining the necessary licensure in lieu of the license itself. In these cases, the license must be submitted no later than the final submission date listed in *Technical Requirements* section of this RFP. Proposal responsiveness and applicable scores will be assessed according to the feasibility of the plan and progress-to-date with regard to meeting the above requirements within the given timeframe.

More information on obtaining a Shelter Care license can be obtained at the following website: <http://dcf.wisconsin.gov/childrenresidential/obtaining.HTM>

Facilities

Desired:

The DCSD desires Shelter Care facilities that are as non-institutional and home-like as possible.

Required:

The DCSD requires that Shelter Care be provided either all, or a portion of the Shelter Care program at identified facilities. This option is contingent on the providers' ability to utilize the alternative facilities while also complying with all other required program attributes.

Any proposed facilities shall also have a plan to be clean and well-maintained.

School

Desired:

The DCSD desires a plan to maintain an excellent working relationship between the Shelter Care provider and each youth's assigned school.

Required:

Providers must ensure that all youth attending shelter (unless otherwise ordered), receive an education while receiving Shelter Care. Proposals must include a plan for the youth to attend the appropriate school(s) for the location.

For youth whose parents are not engaged with their education, provision of Shelter Care services includes interacting with the school as an advocate for the youth (e.g. attending conferences, following-up on homework and discipline issues, etc.). Shelter Care providers are required to have a plan to maintain a collaborative relationship with the school. The plan must include seamless and reliable processes (e.g. communication of critical incidents, transfer of children between Shelter Care and School, etc.). The provider will be responsible for supervision of the youth during any time periods when school is not in session. Plans must also include a process to assure that youth are provided lunch during each school day. Proposals must include a plan to coordinate with each youth's assigned school.

Transportation

Desired:

The transportation plan meets the requirements, while providing evidence of being well-integrated with all applicable processes. The transportation plan is governed by detailed policies that specify how the drivers shall respond to different situations that may require deviation from normal operations.

Required:

Providers are responsible for the safe transfer of youth between the Shelter Care facility and the Vel R. Phillips Juvenile Justice Center located at 10201 West Watertown Plank Road, Wauwatosa, WI 53226, their schools, or medical facilities as needed. The Shelter may also be required to transport youth to and from other destinations according to the reasonable needs of youth at shelter that directly relate to their education, juvenile justice system obligations, or are necessary to preserve the youth's health, safety and welfare. All transportation shall be documented and kept on record by the provider. When applicable, all transportation shall deliver youth to their destinations in a timely manner as governed by the purpose of the transport (e.g. school start times, Court hearing times, etc.) All drivers transporting youth shall be approved by the DHHS prior to transporting youth. Each youth shall be picked up within one hour of request for transport.

Safety

Desired:

Program plans include innovative measures to maintain a safe and healthy environment for all residents and staff.

Required:

It is the provider's responsibility to maintain a safe and healthy environment for the wide variety of youth referred to Shelter Care. Providers should be prepared to serve youth presenting with a variety of behaviors and backgrounds, including but not limited to: AODA problems, mental health issues, gang affiliation, family instability, violent tendencies, impulsivity and histories of abuse or neglect. Proposals shall include a detailed plan to maintain a safe and healthy environment for all youth at all times. Providers shall have a plan to maintain a shelter environment that is free of bullying for residents and staff.

Programming

Desired:

The proposal includes a rich and diverse array of programming designed to positively engage youth in their development while at the Shelter. Staff members are trained to administer programming in a trauma-informed manner.

Required:

The proposal includes programming designed to positively engage youth in their development while at the Shelter. The overall proposal places a strong focus on keeping youth engaged in activities and programming that are appropriate to youths' age, maturity, and developmental expectations. Programming and activities shall also be delivered in a manner that is sensitive to the needs of LGBT youth. Programming shall be delivered in a culturally competent manner. Programming shall include behavior incentives.

Quality Assurance

Desired:

The proposal includes a plan to periodically report internal quality assurance findings to DCSD staff and other important stakeholders. The quality assurance plan is both comprehensive and adaptable to new findings and needs that may arise.

Required:

The proposal includes a quality management plan to ensure that the shelter is in compliance with all applicable policies and procedures. The plan includes activities to prevent errors and non-compliances from occurring, identify errors and non-compliances after they have occurred, and includes measures to continually improve quality of services based on the findings. The quality system also has a mechanism in place to collect,

analyze, and act on feedback from residents and/or their families. The proposal includes the capability of measuring and reporting quality or other program data on an as needed basis per DCSD's request.

Working Capital

Desired:

As of the expected contract begin date (January 1, 2017), the proposer is projected to have access to enough working capital to fund shelter operations for at least the first 3 months of the contract.

Required:

As of the expected contract begin date (January 1, 2017), the proposer is projected to have access to enough working capital to fund shelter operations for at least the first 2 months of the contract.

Please note: Interest or other financing costs associated with working capital loans or lines of credit are not allowable expenses for reimbursement under the contract.

Please also note: The DCSD may approve requests for interest free advance payments that equal up to 1/6 of the total 2017 contract allocation. However, there are a variety of factors outside of the DCSD and the DHHS's control which may cause approved advance payment requests to be disbursed after (approximately 2-3 months) the contract begin date.

Client Characteristics

The client characteristics below represent Shelter Care placements from 1/1/2015 to 12/31/2015. Please note that that clients may be duplicated in the counts below if they had multiple admissions to the program. The below data shall be used to complete submission ***Item #36 Client Characteristics Chart for Shelter Care.***

Age of youth served	Female		Male		Total
11	1	25%	3	75%	4
12	2	18%	9	82%	11
13	7	24%	22	76%	29
14	24	27%	66	73%	90
15	34	28%	88	72%	122
16	40	27%	106	73%	146

17	11	22%	40	78%	51
Grand Total	119		334		453

Ethnicity of youth served	Female		Male		Total
Asian or Pacific Island	1	100%	0	0%	1
Black	98	26%	278	74%	376
Hispanic	8	19%	34	81%	42
American Indian or Alaskan Native	3	100%	0	0%	3
Unknown	1	100%	0	0%	1
White	8	27%	22	73%	30
Grand Total	119		334		453

ADDITIONAL PROGRAM REQUIREMENTS:

The Delinquency and Court Services Division may recommend either a single vendor or multiple vendors for a contract to provide Shelter Care.

Placement Criteria

Youth can only be placed in the program if they are referred and approved for placement by DCSD and if one of the following criteria is met:

1. There is a court order for custody under s. 938.19(1)(c), s. 938.21(4)(b), s. 48.19(1)(c), or s. 48.21(4)(b) Wis. Statutes.
2. A staff performing intake duties has made a placement decision pursuant to s. 938.205 or s. 48.205 Wis. Statutes (with DCSD approval).
3. There is an emergency change of placement under s. 938.357(2) Wis. Statutes, subject to further court action for placement elsewhere.
4. There is an emergency change of placement under s. 48.357(2) Wis. Statutes, subject to further court action for placement elsewhere.

Program Operations

- The provider must fully comply with all current provisions and subsequent revisions of “Shelter Care Operations Policy and Procedure” published by Milwaukee County DHHS that is available from DCSD.
- The provider must have staff members awake and alert throughout the night.
- The provider shall have responsibility to directly notify the Division of Milwaukee Child Protective Services if any abuse or neglect is suspected either within the Shelter, or upon return of a youth from the outside and shall be responsible for reporting missing/runaway youth to appropriate law enforcement as directed by DCSD.
- The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.
- The provider must report on a monthly basis any changes in staff providing direct care.
- The provider must communicate any threats to its ability to provide Shelter Care services as planned to DCSD promptly and per contract requirements.

Staffing Pattern

Direct service staff must possess a high school diploma, or equivalency, and have at least three years of experience working with juveniles. Successful completion of at least 24 credits of collegiate coursework with an emphasis in a field directly related to providing shelter care services may be substituted for the three years of experience. The provider must be able to document staff experience at the request of the Division.

The application should include a written description of the provider’s orientation plan for new staff and ongoing staff development programs. The staffing pattern shall facilitate ongoing staff development. Such development shall include, but not be limited to, an ongoing staff training plan and pairing staff with lesser skills and/or experience with higher skilled and/or experienced staff. The staffing must also comply with applicable client-to-staff ratios and other requirements in Chapter DCF 59 of Wisconsin administrative code.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

Documentation requirements will be determined by Milwaukee County and will include any requirements of the State of Wisconsin's regulatory guidelines.

The provider's plan must fully comply with all current provisions and revisions of "The Temporary Shelter Care Policy and Procedures" published by Milwaukee County DHHS that is available from Division staff with respect to maintaining and disseminating documentation.

Additionally, the plan shall include the capability to respond to a variety of DCSD requests for data, including but not limited to those that arise as a result of DCSD's ongoing efforts to evaluate its programming.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 90% of youth will successfully complete the program

Indicator: Number and percent of youth that complete the program

Outcome 2: Critical incidents will occur in less than 5% of youth days of care

Indicator: Number and percent of critical incidents filed (Number of critical incidents/Total days of youth days of care).

Outcome 3: 95% of active youth will attend scheduled court hearings

Indicator: Number and percent of active youth that attend scheduled court hearings

Outcome 4: 90% of youth will be discharged as completed the program

Indicator: Number and percent of youth with completion or transfer as the discharge reason

Outcome 5: 95% of youth will not have a re-offense while in Shelter Care

Indicator: Number and percent of youth who have a new referral and petition, DPA, consent decree or adjudication

Outcome 6: Youth will attend at least 90% of assigned school days

Indicator: Assigned school days actually attended by active youth/Number of school days assigned

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

PROGRAM PURPOSE

The Targeted Monitoring Program provides supervision, structure, support, and skill-building opportunities for different target groups of youth involved in the juvenile justice system. The overall goals of the program are as follows:

1. Hold youth accountable to the courts, themselves, and their communities.
2. Serve as an alternative to juvenile corrections (certain components).
3. Minimize a youth's risk for re-offense.
4. Ensure community safety.
5. Provide youth with opportunities to change their thinking and behaviors.
6. Maximize the likelihood of positive and enduring change through engaging siblings and program graduates.

PROGRAM OVERVIEW

The Targeted Monitoring Program (TMP) is an intensive supervision program that targets youth that are either found to be in possession of a firearm, determined to be a serious chronic offender, referred for a burglary or auto related offense or were identified for the Milwaukee County Accountability Program (MCAP). Additionally, the Prevention and Aftercare program component targets the TMP graduates and their family members. The TMP evolved from the combination of Firearm Supervision Program (FA) and Serious Chronic Offender Program (SCOP) that occurred in 2009, as well as the Burglary/Auto Monitoring Program (BAMP) and Milwaukee County Accountability Program (MCAP) that were added in 2012. SCOP, FA and BAMP are combined into one program, Intensive Monitoring Program, for 2017. The DCSD will only recommend a single vendor to provide the entire Targeted Monitoring Program (IMP and MCAP). Therefore, only proposals to provide the full breadth of TMP services will be considered responsive.

The TMP will provide 180 slots total, which includes 45 MCAP slots (24 in detention, 21 in the community) and 135 slots for Intensive Monitoring Program. A separate slot amount of 80 is allotted for the Prevention and Aftercare Program.

The slot allocations and tentative budget allocations are listed in the table below:

Target Group	Slots	Tentative Allocation
Intensive Monitoring Program	135	\$2,000,000
Milwaukee County Accountability Program	45	Included in IMP
TMP Total	180	\$2,000,000
Prevention and Aftercare Program	80	\$195,000
Contract Total	260	\$2,195,000

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Program Components

Each of the programs comprising the Targeted Monitoring Program will be described separately below. The activities identified represent the minimum program requirements for each component.

A. Intensive Monitoring Program

Overview

The Intensive Monitoring Program, formerly known as Serious Chronic Offender Program, Firearm Program and Burglary/Auto Monitoring Program, components provide intensive monitoring, structured programming and accountability in community-based settings targeting youth involved with serious or multiple offending behaviors or targeting youth involved with firearms. Participating youth have been adjudicated delinquent and placed on probation and assigned to a Human Service Worker. The majority of youth, either by the severity of their behavior or the reoccurrence of behaviors, have been determined to be a high enough risk to warrant placement within a juvenile correctional facility. Many youth may be on stayed orders of commitment to the Division of Juvenile Corrections. Youth participate in this program for typically one year, but may be shorter or longer based on the court order and their needs.

Monitoring Activities

Monitoring, as completed by a youth advocate, is key as this program is intended to provide substantial intervention in the youth's life, occupy a significant amount of otherwise unsupervised time, and provide enough supervision to protect the community so that the youth does not commit subsequent offenses. Advocates also serve mentoring and coaching functions in that they encourage positive changes by example and help youth integrate skills learned in programming in their everyday lives. Advocates will be responsible to engage and build a trusting relationship with the youth and their family in the process. Advocates provide youth's parents with support and crisis intervention to assist them with meeting family and program goals.

Minimum Monitoring Contact Standards

Through the first phase of the program, the Advocates are expected to have face-to-face contact with the youth seven days a week, to include at home, school and in the community. In addition, the monitor must visit the assigned school daily while in session. Curfew checks are required to be completed daily. A minimum of at least one weekly contact with the parent/guardian is required. Based on the youth's performance and completion of milestones, a graduated reduction in the level of monitoring may be provided

for the remainder of the youth's probationary period. Monitoring plans must be approved by DCSD.

Given the intensity of monitoring responsibilities, Advocates for this program component are limited to working with seven (7) youth at one time unless approved otherwise by DCSD.

Basic Monitoring Duties

In addition to the required monitoring contacts described above, Advocates perform many additional duties.

The Advocates will develop a schedule with the youth and their parents and are responsible for updating the schedule as needed. This schedule should include, but is not limited to the following:

- Educational responsibilities
- Mandatory meetings required by the program
- Ancillary services as needed
- Community service obligations
- Employment schedule preparation
- Court and probation appointments
- Individual sessions with their monitors
- Social activities
- Programming during school vacations

Additional monitoring activities will include (but are not limited to):

- Enrolling the youth in school as needed and monitoring school attendance and progress through regular updates from the youth's teachers and school records.
- Working with school staff to identify barriers and assist in removing barriers that may keep the youth from achieving in school.
- Maintaining continued knowledge of the youth's whereabouts (youth are responsible for calling when leaving home, school, work, etc.).

- Providing transportation or ensuring youth transportation needs are met so that the youth may participate in counseling sessions, court, educational and medical appointments and recreational activities
- Engaging the youth in program and alternative activities.
- Reinforcing lessons and skills learned by youth during program activities.
- Assisting the youth with the development of job-seeking skills and in obtaining employment.
- Providing supportive services to families and engaging them in activities.
- Attending all court hearings involving the youth.
- Assisting the youth to complete any required community service.
- Participating in the detention sanction or sanction alternative process as deemed necessary.
- Documenting all contacts with the youth.
- Submitting weekly reports to the Human Service Worker.

In addition, in certain circumstances DCSD may approve the use of Global Positioning Systems (GPS) monitoring for participating youth. In such cases, Advocates will be responsible for monitoring the use of GPS and reporting violations to the Human Service Worker and court.

Crisis Intervention

The contract agency staff must be available 24 hours, 7 days a week for crisis intervention and to support the parent/guardian.

Structured Group Activities

The program should provide a variety of group activities designed to meet the needs of the program participants. Attendance at these sessions is mandatory on the part of the youth. Group sessions for youth in the program are intended to provide knowledge, personal assistance, recreation and insight, as well as opportunities for youth to interact with agency staff and to meet others in the program. Group activities addressing the following types of topics are encouraged: AODA education, anger management, thinking/decision-making processes, health issues, job readiness, life skills, addressing risky behavior, computer skills training, and restorative justice.

It is encouraged that the program include evidence based group or individual programming aimed at the behaviors that lead to youth participating in acts they are adjudicated of, to include burglaries, auto thefts, robbery, etc.

All youth in the program should be required to participate in structured therapeutic recreational activity at least once per week. Youth should be exposed to various activities to learn alternative ways to spend their free time and promote engagement with the program.

The program should provide one-on-one or group tutoring and academic support to participants to improve their basic skills and assist with homework assignments. In addition, the program should provide assistance with completion of job applications and other employment-related activities.

Cognitive Intervention Programming

A required group is cognitive intervention programming using an evidence-based curriculum. Cognitive intervention programs are designed to help individuals evaluate the effects of their thoughts on their behaviors and work to avoid problem behavior (e.g. offending) through changing the thinking that encourages those behaviors.

Court Review (youth adjudicated on a firearms related charge only)

Court review in front of the Children's Court Presiding Judge is required for all youth adjudicated of a firearms charge and in the IMP. Advocates are required to attend the review sessions with the youth assigned to them. The review hearing reviews the interest that the court have in the youth's performance and success and reviews the youth's progress in the program, school, living situation and other relevant topics. The agency are required to provide a court report to the assigned HSW prior to this review hearing.

Family Support and Stabilization

The program will provide supplemental services or staff to directly support the youth and their families in their successful completion of the program. These services can include, but are not limited to:

- Family assistance funds to stabilize basic needs.
- Group activities for youth and their families.
- Transportation fund for parents of program participants.
- Parenting assistance to develop parenting skills and knowledge.
- Job preparation and employment skills building.
- Child care to support engagement in therapeutic services or activities.

B. Milwaukee County Accountability Program (MCAP)

Overview

Male youth that are at risk of being sent to the Department of Juvenile Corrections can be court ordered to the Milwaukee County Accountability Program (MCAP) as a post-dispositional placement. This program consists of two phases that cover a one-year span, including initial placement in the secure detention center, followed by a period aftercare in the community. Participating youth have been adjudicated delinquent and placed on probation and assigned to a Human Service Worker.

Monitoring Activities

Youth will be assigned to the Targeted Monitoring Program and assigned an Advocate upon enrollment in MCAP while the youth is in secure detention. Advocates must work with the partners involved with this program, to include but not limited to: Wauwatosa Public Schools, Milwaukee Public Schools, DCSD secure detention staff, Human Service Workers, and community-based partners providing services to MCAP youth.

Minimum Monitoring Contact Standards

During the secure detention phase of the program, the Advocates are expected to have face-to-face contact with the youth a minimum of four days a week. In addition, while the youth is on a pass from detention, Advocates must complete a daily home visit and curfew check, develop and follow a call/check in schedule and know the youth's whereabouts at all times.

During the initial phase of community aftercare following release from detention, Advocates are expected to have face-to-face contact with the youth seven days a week, to include in the home, school, and community. In addition, the Advocate must visit the assigned school daily while in session. Curfew checks are required to be completed daily. A minimum of at least one weekly contact with the parent/guardian is required. Based on the youth's performance and completion of milestones, a graduated reduction in the level of monitoring may be provided for the remainder of the youth's probationary period. Monitoring plans must be approved by DCSD.

Basic Monitoring Duties

See description of basic monitoring duties provided under A. Intensive Monitoring Program.

Additional Monitoring Duties

A unique feature of MCAP is the use of Global Positioning Systems (GPS) for all participants during home/community passes and upon initial release from secure detention. The agency will be responsible for tracking the electronic monitoring activities of the youth during this time through monitoring the web-based GPS tracking system and reporting back to the Human Service Worker.

Structured Group Activities

Cognitive Intervention Programming

The vendor shall provide cognitive intervention programming using an evidence-based curriculum for MCAP youth during their detention stay and in the community during aftercare. Cognitive intervention programs are designed to help individuals evaluate the effects of their thoughts on their behaviors and work to avoid problem behavior (e.g. offending) through changing the thinking that encourages those behaviors. The preferred curriculum to be used for this component is Juvenile Cognitive Intervention Program (JCIP) – with Phases I and II provided during the secure detention placement and Phase III provided in the community during aftercare. Given the amount of time that is available to work with MCAP youth, it is expected that the cognitive intervention curriculum will be implemented in its entirety with full fidelity.

Other Groups

Other types of activities, such as recreation, community service, employment, or educational groups, may be provided in addition.

C) Prevention and Aftercare Program

Overview

The agency that is selected to provide the Targeted Monitoring Program can receive supplemental funding as approved to provide prevention and aftercare services for youth and families enrolled in this program. This program serves at any one time up to 80 graduates of the Targeted Monitoring Program and/or their siblings between the ages of 6-19. The goals are to prevent siblings from participating in delinquent activities and for youth to gain skills needed for successful transition into adulthood.

Structured Activities

The program provides pro-social services and activities to help youth achieve their personal goals. Activities can be provided one-on-one or in group settings. Activities may include, but are not limited to the following activities: positive recreational activities, employment skill building, educational support, college preparation, independent living skill building, etc.

The program should invest in engaging the families in structured group activities and providing linkages to community resources as needed.

ADDITIONAL CRITERIA PERTAINING TO ALL PROGRAM COMPONENTS

Program Evaluation

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile and maintain statistical data information as specified by the Division regarding the quality of programmatic and administrative operations, and the dosage of each individual service provided to youth (including duration and amount of service). The vendor shall complete and submit to the Division specified data for all services when requested.

Communication

The Targeted Monitoring Program is a collaboration that includes the courts, Delinquency and Court Services staff, provider agency and other community-based organizations. It is essential that all components work together to ensure that youth comply with the program.

Routine communication between the Human Service Worker and Advocate is critical to the success of the program. The Advocate must work closely with the assigned Human Service Worker to coordinate their efforts and to share information on the youth's progress. Advocates are expected to collect data on each youth and prepare weekly written progress reports to be shared with the Human Service Worker.

Admission and Discharge Procedures

Milwaukee County staff determines program referrals and discharges. All referrals (with the exception of the Prevention and Aftercare Program) will originate with the assigned Human Service Worker subject to an appropriate court order. Copies of appropriate assessment materials, court reports and other documents will be provided to the contract agency by the assigned DCSD Administrative Coordinator.

The program staff is to contact the youth and family within 48 hours of a referral to complete a program intake. An individual assessment and service plan document is to be developed on each youth and family as part of the intake process. The initial assessment should be conducted in person and when possible, within 48 hours of the receipt of the referral. This should include information about the youth's abilities and strengths, an assessment of personal needs and problems, the identification of academic standing and potential learning disabilities and evaluation of employment suitability based on age and skills. Service plan reviews should occur at a minimum of every 90 days by the Program Supervisor at a scheduled in-home or office conference with appropriate agency staff in attendance. The service plans should take into account the youth's case plan that is developed by the HSW, as well as utilizing information from the Youth Assessment Screening Instrument (YASI).

Youth who do not comply with the program or conditions of probation established by the court may be returned to court at the discretion of the Human Service Worker. Depending on the circumstances, DCSD staff may file a petition that requests a revision of the order, change of placement, 72 hour hold (MCAP only), sanctions, or a lift of the stayed order for correctional placement. Program staff will provide written documentation and maintain ongoing communications with DCSD staff.

PROPOSAL SUBMISSION REQUIREMENTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, "Program Logic Model and Annual Evaluation Report" and Item #25b, "Program Narrative", both found in this RFP, unless otherwise specified.

The program narrative should provide a separate service delivery plan for each of the program components (A. Intensive Monitoring Program, B. Milwaukee County Accountability Program, C. Prevention and Aftercare Program). If a particular section or statement applies to all programs, the narrative must explicitly state this. The following elements should be addressed in the program narrative:

- Implementation plan and time frame for program start up (if new proposer).
- Description of how referrals will be managed from point of receipt through program discharge.
- Client engagement strategies and matching of individual needs to services.

- Description of each of the program activities and how they will be provided and by whom.
- If applicable, indicate the phases of service, the length of time in each phase, and the criteria used to move youth from one phase to the next.
- Sample participant weekly schedule of activities (for each phase, if applicable).
- For each group activity, describe the anticipated size, length, duration, dosage, format, schedule, and identified facilitators and relevant credentials. Identify any established curricula to be used. Please note that full fidelity to established evidence-based curricula is preferred. However, if a modified curriculum is proposed, please describe the modifications to be made and the justifications for such.
- Parent participation in the service delivery plan.
- Consideration of age, gender, culture, ethnicity, language, and capabilities of participants in the service delivery plan.
- Incorporation of relevant juvenile justice research, best practices, or evidence-based practices, into the service delivery model, such as:
 - Research evidence about what works in reducing offending through addressing criminogenic needs
 - Research on adolescent development
 - Use of rewards and consequences
- Agreements and working collaborations with other community agencies that will provide services to the target population. Include any letters of agreement.
- Description of specific quality assurance activities to ensure adherence to the service delivery model and administrative protocols. Identify persons responsible for quality assurance activities.
- Description of information management system, databases, and/or other methods for collecting and recording data on client contacts, services provided, and client outcomes. Describe data elements collected.
- Program incumbents should provide a summary description of their most recent program evaluation. Include any changes made in the program as a result of the evaluation.

Agency Experience

Agencies must have a minimum of five years of experience in providing intensive monitoring services to youth involved in the juvenile justice system. Preference will be given to agencies with demonstrated experience in providing evidence-based practices for juvenile justice populations, including facilitation of cognitive intervention programming.

Discuss your agency's experience in providing intensive monitoring and in providing the described services to the target populations. Include any documentation that demonstrates the effectiveness of the delivery model.

Staffing Plan

Monitoring staff should be experienced in the delivery of social services to youth and their families. Individual Advocates may reflect various specialized skills. Advocates are required to have a high school degree or equivalent and have additional training or certification in youth care or social work. Strong record-keeping and documentation skills are required.

Advocates and other program staff should also be trained in and able to provide cognitive intervention programming. Certificates for staff trained in cognitive intervention programming should be submitted with the proposal.

Staff should receive training prior to taking case assignments, to include an orientation on the Targeted Monitoring Program and shadowing of current staff. Staff should also receive ongoing structured training on an annual basis. Every effort should be made to match staff with youth of the same ethnic/racial background and close zip code proximity.

A written description of the agency's initial orientation plan and ongoing staff development activities should be included with the application in Item #32.

Supervisory staff should have a minimum of two years of experience supervising monitoring staff in programs for youthful offenders. In addition, the supervisor(s) should have a minimum of five years of experience working in programs that serve youth who are adjudicated delinquent. A college degree is preferred.

The supervisor(s) will be responsible for the daily operation of the program including reviewing the number of contacts between Advocates and each youth and ensuring that Advocates are responsive to the needs of participants. Supervisor(s) will provide coordination with the Delinquency and Court Services Division Administrative Coordinator assigned to the program. In addition, supervisor(s) will respond to data requests from the Delinquency and Court Services Division Administrative Coordinator or Grant Coordinator.

Client Characteristics

The client characteristics chart below represents youth served in the Targeted Monitoring program components from 1/1/2015 to 12/31/2015. The below data should be used to complete submission Item #36 Client Characteristics. Please note that that clients may be duplicated in the counts below if they had multiple admissions to any of the program components.

Age	Female		Male		Total
12	0	0%	4	100%	4
13	2	11%	17	89%	19
14	2	5%	40	95%	42
15	4	5%	69	95%	73
16	7	7%	97	93%	104
17	1	5%	21	95%	22
Total	16		248		264

Ethnicity	Female		Male		Total
Black	14	6%	220	94%	234
Hispanic	2	8%	22	92%	24
Unknown	0	0%	1	100%	1
White	0	0%	5	100%	5
Total	16		248		264

*Note that younger and older youth reflect the Prevention and Aftercare component.

REQUIRED DOCUMENTATION

Documentation and data recording requirements will be determined by Milwaukee County. The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

Individual case files must include:

- Referral forms.
- Initial client and family intake forms.

- Initial client and family assessments and service plans.
- Service plan reviews.
- Case Notes/Service Documentation (to include logs and/or sign-in sheets, progress notes, monthly reports, summary notes and/or any other written or electronic documentation completed by the Direct Service Provider to support that the Covered Service was provided to the Service Recipient). Case Notes must include the following minimum elements: service code or name; name(s) of the Direct Service Provider(s); client and Service Recipient name; the date, actual start time, actual end time, duration, location of the service; intervention; summary of the activity engaged in; Service Recipient's response to the Covered Service; Direct Service Providers signature and signature date and any other elements as required by Purchaser Policy or Procedure.
- Consent forms (including Release of Information, Consent for Services, Transportation Consent).
- Incident reports.
- Discharge summaries.

The provider must have a Policy and Procedure Manual covering how the service delivery model and administrative protocols will be implemented for each program component.

Weekly reports must be submitted to the DCSD Administrative Coordinator for all youth enrolled in the Targeted Monitoring Program, which include client contact and school contact reports. Updates regarding any changes for those youth enrolled in the program are also required to be sent to the Administrative Coordinator.

Please include copies of proposed forms and document formats with your application.

EXPECTED OUTCOMES AND INDICATORS

The annual Program Evaluation Report shall include the format and content specified in this document.

Outcome 1: 75% of youth will complete the Targeted Monitoring Program.

Indicator: Number and percent of youth that complete the program.

Outcome 2: 75% of youth will improve school attendance and performance.

Indicator: Number and percent of youth that demonstrate an improvement in school attendance.

Indicator: Number and percent of youth that demonstrate an improvement in school performance.

Outcome 3: 70% of youth will not have a subsequent referral or adult criminal justice charge during program participation.

Indicator: Number and percent of youth that do not have a subsequent referral and petition, adjudicated, DPA or consent decree during program participation.

Outcome 4: 85% of youth will not be committed to the Department of Corrections.

Indicator: Number and percent of youth who are not court-ordered to the Department of Corrections.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

The purpose of the Evening Report Center (ERC) is to provide a community-based alternative to detention for youth served by DCSD. The program will primarily serve youth pending court for alleged delinquency acts but may include youth that are the subject of a court order, Deferred Prosecution Agreement (DPA) or Consent Decree (CD). The evening report center is designed to be an alternative to youth being placed in the secure detention center pre-dispositional or for sanctions.

Youth that are eligible for this program include youth that are charged with a delinquent act that are awaiting a court hearing (disposition), youth that are the subject of a court order that would otherwise serve sanction days in detention due to failure to abide by the court order and youth that are apprehended on a warrant. The program is intended to provide a level of supervision sufficient to safely maintain appropriate youth in the community while awaiting disposition of their case or their court authorized release from the program.

The Evening Reporting Center should operate Monday through Friday from after school hours through the evening for 4-6 hours. While attending the program, youth are engaged in educational activities, recreational programming and life development workshops that address their criminogenic needs. Services shall be evidence based and flexible to the extent that they can be tailored to the specific risks and needs of the youth referred to the program. Snacks and dinner should be provided, along with other incentives and transportation. Proposals should address a plan to provide transportation to and from each session for the youth participating in the program, along with an incentive program. The provider makes onsite security provisions. The proposals should also address the plan to engage the parent/guardian and other important family members into programming. Each youth referred to the program should have an individual meeting/intake with the youth and their parent/guardian prior to starting the program and at this meeting the program requirements and expectations should be thoroughly discussed and all questions addressed at that time.

The goals of the program are to minimize risk taking and delinquent behaviors during and beyond program participation and to provide highly structured and well-supervised group activities during high-risk time periods for minors in pending or post delinquency matters. The program should also help to ensure that youth are attending their court hearings and reduce the likelihood of re-arrests while allowing the minor to continue attending school and remain at home.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, “Program Logic Model and Annual Evaluation Report” and Item #25b, “Program Narrative”, both found in this RFP.

PROGRAM DESCRIPTION

The DCSD desires a program model that provides the required capacity, while allowing for cost efficiencies to be achieved during times of lower program utilization. The desired model would allow for more program resources to be redirected from funding idle capacity towards increasing the quality of services to youth. DCSD plans to enter into one contract for services to operate at one or more locations for up to 30 youth at one time. Each youth should be enrolled in the program for 4-6 weeks based on the needs of the youth. Youth may or may not be court ordered into the program. Youth may also be released into the program straight from detention after the initial detention hearing.

The Evening Reporting Center program keeps the youth involved in positive experiences while ensuring they are occupied during the times they are most likely to recidivate. The core services should include the following:

- Mentoring
- Tutoring and educational activities
- Group Discussions
- Evening meal and snacks
- On-site access to recreational activities
- Transportation
- Incentive program
- Independent living or life skills programming
- Decision making programming
- A family engagement/involvement component
- Referrals to community resources for youth and their families

Proposals should address what group activities and programming will be provided. Group activities may cover the following topics and could be supplemented by special events and other outings such as field trips to educational, cultural and recreational venues:

- Crime and delinquency
- Attitudes
- Conflict resolution
- Alcoholism and drug abuse
- Family problems
- Vandalism, violence and other problem behaviors
- Employment
- Life skills development (job readiness, how to get a job and keep a job)
- Learning problems, school failure and dropout
- Victim Impact Panels
- Art Therapy
- Violence Prevention

Special guests and other resource people who have expertise in the above topic areas could address the groups on an interim basis. Proposals should also discuss the availability of computers and recreational activities for the youth in the program.

The DCSD desires a plan to maintain an excellent working relationship between the Evening Report Center provider and each youth's assigned school. ERC providers are required to have a plan to maintain a collaborative relationship with the schools. The plan must include seamless and reliable processes (e.g. communication of critical incidents, transfer of children between ERC staff and school, etc.). The provider will be responsible for supervision of the youth during programming. Proposals must include a plan to coordinate with each youth's assigned school.

While at the Evening Reporting Center, staff should monitor each youth from after school until they arrive home in the evening from the ERC. Providers are responsible for the safe transfer of youth between the ERC location and their schools and homes. All transportation shall be documented and kept on record by the provider. When applicable, all transportation shall deliver youth to their destinations in a timely manner as governed by

the purpose of the transport (e.g. school start times, Court hearing times, etc.) All drivers transporting youth shall be approved by the DHHS prior to transporting youth.

It is the provider's responsibility to maintain a safe and healthy environment for the wide variety of youth referred to ERC. Providers should be prepared to serve youth presenting with a variety of behaviors and backgrounds, including but not limited to: AODA problems, mental health issues, gang affiliation, family instability, violent tendencies, impulsivity and histories of abuse or neglect. Proposals shall include a detailed plan to maintain a safe and healthy environment for all youth at all times. Providers shall have a plan to maintain an environment that is free of bullying for residents and staff. Program plans include innovative measures to maintain a safe and healthy environment for all residents and staff.

Programming

The proposal includes programming designed to positively engage youth in their development while at the ERC. The overall proposal places a strong focus on keeping youth engaged in activities and programming that is appropriate to youths' age, maturity, and developmental expectations. Programming and activities shall also be delivered in a manner that is sensitive to the needs of LGBT youth. Programming shall be delivered in a culturally competent manner. Programming shall include behavior incentives. The proposal includes a rich and diverse array of programming designed to positively engage youth in their development while at the ERC. The desire is to have staff members who are trained to administer programming in a trauma-informed manner.

Quality Assurance

The proposal includes a quality management plan to ensure that the agency is in compliance with all applicable policies and procedures. The plan includes activities to prevent errors and non-compliances from occurring, identify errors and non-compliances after they have occurred, and includes measures to continually improve quality of services based on the findings. The quality system also has a mechanism in place to collect, analyze, and act on feedback from residents and/or their families. The proposal includes the capability of measuring and reporting quality or other program data on an as needed basis per DCSD's request. The proposal includes a plan to periodically report internal quality assurance findings to DCSD staff and other important stakeholders. The quality assurance plan is both comprehensive and adaptable to new findings and needs that may arise.

Working Capital

As of the expected contract begin date (January 1, 2017); the proposer is projected to have access to enough working capital to fund program operations for at least the first 2 months of the contract.

Please note: Interest or other financing costs associated with working capital loans or lines of credit are not allowable expenses for reimbursement under the contract.

Please also note: The DCSD may approve requests for interest free advance payments that equal up to 1/6 of the total 2017 contract allocation. However, there are a variety of factors outside of the DCSD and the DHHS's control which may cause approved advance payment requests to be disbursed after (approximately 2-3 months) the contract begin date.

ADDITIONAL PROGRAM REQUIREMENTS

The Delinquency and Court Services Division will recommend a single vendor for a contract to provide the Evening Report Center.

Program Operations

The provider shall have responsibility to directly notify the Division of Milwaukee Child Protective Services if any abuse is suspected either within or outside of the agency and shall be responsible for reporting missing/runaway youth to appropriate law enforcement.

The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

The provider must report on a monthly basis any changes in staff providing direct care.

The provider must communicate any threats to its ability to provide ERC services as planned to DCSD promptly and per contract requirements.

Staffing Pattern

Direct service staff must possess a bachelor's degree or equivalency, and have at least three years of experience working with juveniles. The provider must be able to document staff experience at the request of the Division. Exceptions to this standard may only be granted by DCSD in writing. The Evening Reporting Center supervisor or a designated staff member are the primary person to make sure there is a continuity of services and interface daily with the ERC.

The application should include a written description of the provider's orientation plan for new staff and ongoing staff development programs, as well as staff to youth ratio. The staffing pattern shall facilitate ongoing staff development. Such development shall include, but not be limited to, an ongoing staff training plan and pairing staff with lesser skills and/or experience with higher skilled and/or experienced staff.

Client Characteristics

The client characteristics chart below represents youth served in the Evening Report Center from 1/1/2015 to 12/31/2015. The below data should be used to complete submission Item #36 Client Characteristics. Please note that that clients may be duplicated in the counts below if they had multiple admissions to any of the program components.

Age	Female		Male		Total
12	0	0%	3	100%	3
13	0	0%	7	100%	7
14	2	15%	11	85%	13
15	6	29%	15	71%	21
16	5	19%	21	81%	26
17	1	10%	9	90%	10
Total	14		66		80

Ethnicity	Female		Male		Total
Black	10	15%	56	85%	66
Hispanic	1	17%	5	83%	6
Native Am	1	100%	0	0%	1
White	2	29%	5	71%	7
Total	14		66		80

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

Documentation requirements will be determined by Milwaukee County and will include any requirements of the State of Wisconsin's regulatory guidelines.

The plan shall include the capability to respond to a variety of DCSD requests for data, including but not limited to those that arise as a result of DCSD's ongoing efforts to evaluate its programming.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 90% of youth will successfully complete the program

Indicator: Number and percent of youth that complete the program

Outcome 2: 90% of active youth will attend scheduled court hearings

Indicator: Number and percent of active youth that attend scheduled court hearings

Outcome 3: 75% of youth will not have a re-offense while in the program

Indicator: Number and percent of youth discharged as a result of a new referral and petition, adjudication, DPA or consent decree.

Outcome 4: Youth will attend at least 90% of assigned school days

Indicator: Assigned school days actually attended by active youth / Number of school days assigned

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

PROGRAM PURPOSE

The purpose of the Community Service and Restitution Coordination service is to provide a community based alternative to detention for youth served by DCSD that allows youth to complete community service hours and the opportunity to pay back their court ordered restitution. The program will primarily serve post-dispositional youth that are the subject of a court order or Deferred Prosecution Agreement (DPA) that are court ordered to complete community service hours and/or restitution payments.

The goals of the program are to develop and monitor ongoing community service activities for which youth may be referred to fulfill their DPA or probation conditions, or as a sanction for violating the probation conditions. This program will also provide an opportunity for youth to contribute to their communities in a positive manner and be able to pay back their restitution to victims when court ordered to do so. One barrier to youth completing the conditions of their court order and DPA is the lack of availability and monitoring of community service opportunities and this program will address this need.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES AND EXPECTED OUTPUTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, “Program Logic Model and Annual Evaluation Report” and Item #25b, “Program Narrative”, both found in this RFP.

PROGRAM DESCRIPTION

The DCSD desires a program model that provides the required capacity, while allowing for cost efficiencies to be achieved during times of lower program utilization. The desired model would allow for more program resources to be redirected from funding idle capacity towards increasing the quality of services to youth. DCSD plans to enter into one contract for services to operate at one or more locations. The provider will be responsible for making structured and supervised community service opportunities available for up to 20 youth at one time and each youth should receive around 16 hours of community service per week, ideally 4 times per week for up to 4 hours at a time. The proposal should include where the community service activities will take place, how they will be implemented, the number of hours and types of activities available. The agency could subcontract with other agencies/providers with DCSD approval or be an agency that employs youth themselves.

The proposals should include a schedule of activities and the plan to engage the youth's parent/guardian and other important family members. The program should also include a restitution payment component for those youth that have a court order for restitution. The provider should have a plan in which the restitution payments would be made to the courts directly and not the youth themselves.

The program should be implemented within the context of a restorative justice framework that emphasizes accountability to the youth and his/her family, victim and the community. This could include but not limited to: a peer jury/teen court, physical activity or training programming that involves a conflict resolution component, mediation or other conflict resolution processes such as within the family, the community and small or large groups. The program could also include a youth accountability panel or Circles of Accountability component or a victim and offender conferencing component.

Community service activities could include but not limited to the following: an urban garden program, animal welfare organizations, shelters, city or municipal duties or other enriching activities that benefit the community.

The provider will be responsible for supervision of the youth during programming. Proposals must include a plan to coordinate with each youth's parent/guardian, assigned school, DCSD Human Service Worker and other relevant parties.

While at the program, staff should monitor each youth from their arrival until they leave their facility or program area. Providers are responsible for the safe transfer of youth between the locations. All transportation shall be documented and kept on record by the provider. When applicable, all transportation shall deliver youth to their destinations in a timely manner as governed by the purpose of the transport (e.g. school start times, Court hearing times, etc.) All drivers transporting youth shall be approved by the DHHS prior to transporting youth.

It is the provider's responsibility to maintain a safe and healthy environment for the wide variety of youth referred to the program. Providers should be prepared to serve youth presenting with a variety of behaviors and backgrounds, including but not limited to: AODA problems, mental health issues, gang affiliation, family instability, violent tendencies, impulsivity and histories of abuse or neglect. Proposals shall include a detailed plan to maintain a safe and healthy environment for all youth at all times. Providers shall have a plan to maintain an environment that is free of bullying for residents and staff. Program plans include innovative measures to maintain a safe and healthy environment for all residents and staff.

Programming

The proposal includes programming designed to positively engage youth in their development while at the program. The overall proposal places a strong focus on keeping youth engaged in community service activities that are appropriate to youths' age, maturity, and developmental expectations. Programming and activities shall also be delivered in a manner that is sensitive to the needs of LGBT youth. Programming shall be delivered in a culturally competent manner. Programming shall include behavior incentives. The proposal includes a rich and diverse array of programming designed to positively engage youth in their development. The desire is to have staff members are trained to administer programming in a trauma-informed manner.

Quality Assurance

The proposal includes a quality management plan to ensure that the agency is in compliance with all applicable policies and procedures. The plan includes activities to prevent errors and non-compliances from occurring, identify errors and non-compliances after they have occurred, and includes measures to continually improve quality of services based on the findings. The quality system also has a mechanism in place to collect, analyze, and act on feedback from residents and/or their families. The proposal includes the capability of measuring and reporting quality or other program data on an as needed basis per DCSD's request. The proposal includes a plan to periodically report internal quality assurance findings to DCSD staff and other important stakeholders. The quality assurance plan is both comprehensive and adaptable to new findings and needs that may arise.

Working Capital

As of the expected contract begin date (January 1, 2017), the proposer is projected to have access to enough working capital to fund program operations for at least the first 2 months of the contract.

Please note: Interest or other financing costs associated with working capital loans or lines of credit are not allowable expenses for reimbursement under the contract.

Please also note: The DCSD may approve requests for interest free advance payments that equal up to 1/6 of the total 2017 contract allocation. However, there are a variety of factors outside of the DCSD and the DHHS's control which may cause approved advance payment requests to be disbursed after (approximately 2-3 months) the contract begin date.

ADDITIONAL PROGRAM REQUIREMENTS

The Delinquency and Court Services Division will recommend a single vendor for a contract to provide the Community Service and Restitution Coordination.

Program Operations

The provider shall have responsibility to directly notify the Division of Milwaukee Child Protective Services if any abuse is suspected either within or outside of the agency and shall be responsible for reporting missing/runaway youth to appropriate law enforcement.

The provider shall maintain an accurate daily census of all active youth and discharges as requested by Division staff.

The provider must report on a monthly basis any changes in staff providing direct care.

The provider must communicate any threats to its ability to provide Community Service and Restitution Coordination services as planned to DCSD promptly and per contract requirements.

Staffing Pattern

Direct service staff must possess a bachelor's degree or equivalency, and have at least three years of experience working with juveniles. The provider must be able to document staff experience at the request of the Division.

The application should include a written description of the provider's orientation plan for new staff and ongoing staff development programs, as well as staff to youth ratio. The staffing pattern shall facilitate ongoing staff development. Such development shall include, but not be limited to, an ongoing staff training plan and pairing staff with lesser skills and/or experience with higher skilled and/or experienced staff.

Client Characteristics

The client characteristics chart below represents youth served in the Community Service and Restitution Coordination program from 1/1/2015 to 12/31/2015. The below data should be used to complete submission Item #36 Client Characteristics. Please note that that clients may be duplicated in the counts below if they had multiple admissions to any of the program components.

Age	Female		Male		Total
13	0	0%	3	100%	3
14	1	8%	11	92%	12

15	3	17%	15	83%	18
16	6	30%	14	70%	20
17	1	7%	13	93%	14
Total	11		56		67

Ethnicity	Female		Male		Total
Black	11	18%	50	82%	61
Hispanic	0	0%	4	100%	4
White	0	0%	2	100%	2
Total	11		56		67

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

Documentation requirements will be determined by Milwaukee County and will include any requirements of the State of Wisconsin's regulatory guidelines.

The plan shall include the capability to respond to a variety of DCSD requests for data, including but not limited to those that arise as a result of DCSD's ongoing efforts to evaluate its programming.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 75% of active youth will complete all of their court ordered community service hours

Indicator: Number and percent of active youth that complete their community service hours

Outcome 2: 75% of youth will not have a re-offense while in the program

Indicator: Number and percent of youth discharged as a result of a new offense

Outcome 3: 75% of youth will pay back all of their court ordered restitution

Indicator: Number and percent of youth discharged that have paid back their restitution

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.

THE FOLLOWING PROGRAMS ARE NOT OPEN FOR COMPETITIVE PROPOSALS

JUVENILE EDUCATION TREATMENT INITIATIVE

DCSD 001

PROGRAM PURPOSE

The Juvenile Education Treatment Initiative is designed to enhance community safety, to ensure youth accountability, and to develop youth competencies in school and beyond, reducing the likelihood of re-offense.

The Delinquency and Court Services Division's Juvenile Education Treatment Initiative Program (JETI), formerly known as Day Treatment, is a program that involves the Milwaukee County Children's Court, the agency provider, the Milwaukee Public Schools (MPS), and other community agency/ resources.

Milwaukee County is requesting innovative proposals that target criminogenic needs associated with increased probability of re-offense. Describe how your program will individualize services within a structured setting to meet the needs of youth. When describing your program, please reference specific evidence-based components of your program including supporting research.

Target Population

JETI serves as a community-based alternative to out-of-home placement by providing a daily structured report center for youth after school hours and during school breaks that collaborates closely with the youth's school. Clients and families may present various functional problems such as drug and alcohol use, mental health, or other etiologies. The program typically serves youth ages 12-17. Programs must be able to accept the following youth:

- Adjudicated Delinquent or JIPS youth under Department supervision.
- Wraparound Milwaukee Clients under Department supervision.
- Aftercare youth under Division of Juvenile Corrections supervision.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Provide a schedule of the program's **hours of operation** for both MPS school days and non-school days (including the summer months).

In addition please provide a **daily schedule** for counseling and other program-related activities.

Describe the location and facility where the program will take place including program-related use of space. Identify which staff positions will facilitate or monitor program activities. The program model must develop and integrate these specific components:

Service Related Requirements

1. Bi-Lingual capability as needed to meet Limited English Proficiency.
2. Initial assessment, service plans, progress reports, discharge summaries.
 - Written assessments and service plans incorporating and addressing criminogenic needs completed with copies forwarded to DCSD and/or Wraparound staff within 45 days of intake. Include a sample copy of your assessment and service plan template along with your application.
 - Staffing Reviews with copies forwarded to DCSD and/or Wraparound staff.
 - Discharge Summaries completed with copies forwarded to DCSD and/or Wraparound staff within 10 days of the discharge.
3. Availability of direct (face-to-face) counseling including Youth, Family, and Group work. Youth enrolled to JETI should have, at a minimum, one scheduled, individual meeting per week with a counselor, mentor, or other qualified program staff member.

Recommended topics for counseling include Empathy Building, Relationship Violence, Errors in Thinking, Anger Management, Conflict Resolution, AODA education, etc. Describe the space that is available for private counseling.

Note: Social workers and counselors must be available to accommodate the schedules of working parents.

4. Job Preparedness training.
5. AODA identification, including drug and alcohol screening (urine analysis) that supports service plan goals.
6. Programming during summer vacation, winter, and spring breaks, and other days when MPS is not in session.
7. Program representation at court hearings and Wraparound team meetings as requested.

8. Structured response to client absenteeism. Please list the staff and process comprising your program's response.
9. Public transportation to and from the program.
10. Allowance and level system for students.
11. Description of any training that is provided to program staff in the area of **crisis intervention** or **violence prevention**. Submit copies of agency guidelines regarding student **suspensions**, and **physical restraints**.

Education Related Requirements

JETI operates after school hours, but agency is required to collaborate closely with the youth's identified school and teacher(s). Ongoing communication between the school and agency is required. JETI agency is required to assist a youth in identifying and enrolling in school as needed.

Staffing Related

- An agency social worker, counselor, or case manager will be assigned to each enrollee.
- The program coordinator or the social work supervisor must have a graduate level degree in a human services related major.
- Staff using the title "Social Worker" must be certified to practice Social Work by the State of Wisconsin, Department of Regulation and Licensing.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

Individual case files must include at a minimum:

- Initial family and child assessments and service plans incorporating and addressing criminogenic needs.
- Staffing reports and service plan updates.
- Counseling notes and contact sheets that include the date and time of the contact, the name of the person contacted, the type of contact (face-to-face,

phone, collateral), and the signature or initials of the worker providing the contact.

- Incident reports

EXPECTED OUTCOMES AND INDICATORS

The actual program goals for JETI may be mutually developed and agreed upon by Milwaukee County and your agency. Milwaukee County has established the following outcomes-based quality measures:

Outcome 1: 60% of the youth who are enrolled in JETI will complete the program.

Indicator: Number and percent of youth who complete the program.

Outcome 2: 95% of the youth who complete the JETI program will be enrolled in a school or a job training program upon discharge.

Indicator: Number and percent of youth enrolled in school or job training program upon discharge.

Outcome 3: 75% of the youth who complete the JETI program will not recidivate within one year of program completion.

Indicator: Number and percent of youth who do not have a new referral and adjudication, petition or DPA.

REIMBURSEMENT

Providers will be reimbursed on a fee-for-service basis based upon a daily unit rate. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific (Rate X Unit) Rate Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

The Community Connections program, formerly known as the First Time Juvenile Offender Program (FTJOP), is a diversion program for youth who would otherwise be subject to a delinquency petition and subsequent court proceedings. The Supervision Engagement Program (SEP) creates a higher level of engagement for youth and increases programming for post-dispositional youth in the juvenile justice system. The programs functionality is similar and share the same overarching goal.

Community Connections:

This program serves youth ages 10 through 16, who are identified by the Delinquency and Court Services Division, the District Attorney's Office and/or the Courts, as candidates for the program. Youth are offered the option of taking part in this program, usually under a Deferred Prosecution Agreement (DPA). A DPA, under Wis. Statutes, is an agreement between the District Attorney's office, DHHS, a youth and his/her family or legal custodian regarding services and/or conditions. Youth are typically placed in the Community Connections (CC) program for a period of six months from their completed intake. If there are concerns about the compliance of the youth, DHHS can re-refer the case to the District Attorney's office, which may petition the court on the pending offense(s).

• **REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS**

The CC is designed to serve youth under the general responsibility of a Case Manager/Advocate/Tracker. Each youth will be enrolled in the program for a minimum of six months, which can be extended if necessary. Each case manager will be assigned a maximum of 27 youth to monitor at any one time, unless an increase is pre-approved by DCSD.

The program design for case management agencies has several specific requirements that must be addressed by agencies submitting an application:

1. Agencies must emphasize “empowering families”. This concept is defined as assisting families to select their own service providers and to empower families to be responsible for decision-making in regards to their child.

2. Agencies will be meeting with youth and families in a variety of settings, including homes that may be located in high crime areas. Agencies must include a safety plan that describes how the safety of their employees will be ensured.
3. Cultural competence is a critical to this program. Recruiting, hiring and retaining minority and bilingual staff is key to achieving cultural competence. Each agency should include in their application the strategies used to enhance the development of culturally competent case manager.
4. Case Managers work hours should meet the needs of youth and working families with an emphasis on maximizing face-to-face contacts.
5. Program evaluation is essential to measure the effectiveness of this model for first time juvenile offenders. Agencies must indicate that they will agree to collect and provide the CC with the required data and reports including defined outcome measures.

Agencies will provide the following services or activities:

1. Provide appropriate staff to attend a weekly staffing where cases will be assigned to the agency. Agencies must agree to accept all referrals. Agencies must agree not to close or terminate an assigned case from services without the approval of the DCSD Administrative Coordinator.
2. Utilize information provided by a DCSD Human Service Worker and interact with the family to help assess the youth and family's service needs.
3. Assist the youth with scheduling service provider appointments and assist with transportation arrangements. Monitor the youth and family's program-related attendance and participation.
4. Recommend service plan changes to DCSD Administrative Coordinator. This includes monitoring service expiration dates and requesting extensions to avoid interruptions in services.
5. Serve as a liaison between the youth/family and any providers.
6. Work with the youth who are referred to the program (and their families) to ensure that these program requirements are completed:
 - Letter of Apology (to be completed within the first two months following staffing)
 - Community Service Hours (to be initiated within first month following staffing)

7. Maintain face-to-face and telephone contact with youth/family at home, school, and in the community to monitor program compliance and communication with service providers, in accordance with CC standards.
8. Monitor the youth's school attendance and performance. Submit school attendance and grade reports monthly and document this information on the monthly report. If problems are identified, the tracking agency should recommend modifications to the service plan. The annual evaluation reports must summarize changes in school attendance and performance for youth served during the year.

Staffing Related

Case managers must possess a BA/BS in Social Work or related field (with approval of DCSD Administration). The Supervisor must possess a BA/BS in Social Work or related field (with approval of CCSN Administration) and have a minimum of two years of experience with programs that serve juvenile delinquents. The Supervisor (or designee) will be required to be available for weekly staffing meetings.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

Documentation for the program includes (but is not limited to) the following:

- CC Service Plan/Program Referral Form
- Youth Assessment Screening Instrument

Individual CC case files must be kept in a locked cabinet and must include:

- Case referral documents from Children's Court.
- CC agency intake forms (including signed consents).
- Monthly CCSN Tracking reports and monthly Network Provider reports.
- Case contact sheets that include the date of the contact, the name of the person contacted, the type of contact (face-to-face, phone, collateral, etc.), and the signatures of the worker providing the contact and the worker's supervisor.
- Court related documents.
- Incident reports.

- **EXPECTED OUTCOMES AND INDICATORS**

The program has two primary goals: (1) to reduce the rate of recidivism of youth enrolled, and (2) to maintain or increase school attendance and academic achievement. This is accomplished by providing an individualized and coordinated set of services to address the specific needs of each youth.

Outcome 1: 75% of all youth enrolled in CC will successfully complete the program.

Indicator: Number and percent of youth who complete the program.

Indicator: Number and percent of youth who complete service plans goals.

Outcome 2: 75% of all youth enrolled in the CC will not re-offend during their 6-months in the program.

Indicator: Number and percent of youth who do not re-offend while enrolled in the program.

Outcome 3: 75% of all youth enrolled in the CC will maintain, and preferably improve, their school attendance and grade point average.

Indicator: Number and percent of youth who demonstrate an improvement in school attendance.

Indicator: Number and percent of youth who demonstrate an improvement in school performance.

Supervision Engagement Program:

Program Components

SEP has been implemented as a response to improving the engagement of youth and their families in their treatment and case plan. The SEP provides youth with an increased level of engagement and support in an effort to prevent unnecessary sanctions and supervision extensions, as well as reducing the risk for recidivism. Any youth on an order of supervision that is at risk of sanctions for noncompliance or having their order of supervision extended due to non-compliance or lack of engagement in their services is eligible for this program. The Human Service Worker (HSW) will make referrals to this program and the youth will be assigned a SEP case manager through the contracted community provider, Southwest Key.

Each youth will receive a comprehensive assessment within 14 days of entering the program and the results of this assessment will guide the program implementation and service referrals for the youth and family. The case manager will actively work to engage the youth and their family in all required and recommended services under their court order, assess any barriers to youth's compliance with the services and programming and make recommendations to the HSW for additional services or resources the youth may need or benefit from. The case manager is also responsible for maintaining contact with all providers and the HSW. The case manager will document all case related activities, along with providing monthly reports to the HSW. The case manager will be part of the team working with the youth and their family during

their program enrollment. Youth are enrolled in this program for a maximum of 60 days but participation may be extended up to an additional 30 days based on need. The case manager will also conduct a family staffing at 30 and 60 days of program enrollment to assess the needs of the youth and family, engage them in the case plan, review progress towards goals, review services, general problem solving and transition planning. Successful completion of the program will involve the youth demonstrating progress in eliminating identified barriers to successful completion of their court order.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 85% of youth will not have their order of supervision extended.

Indicator: The number and percent of youth that complete their order of supervision without being extended.

Outcome 2: 75% of youth who complete the program successfully will not have a subsequent referral and petition, DPA or CD in the six months following discharge

Indicator: The number and percent of youth that do not have a new referral and petition, DPA or CD during their supervision order.

REIMBURSEMENT

Agencies will be reimbursed for documented tracking services on a fee-for-service basis. The unit rate is \$3.20 per 1/10 hour (6 min.) of service provided to an individual case (youth/family). Tracker agencies will be reimbursed for a maximum of forty-two (42) hours for each youth during a six-month period unless approved otherwise by CCSN.

SPECIAL BUDGET REQUIREMENT

For this program, the following budget forms are required with the Initial Submission and with the Final Submission:

- Form 1
- Forms 2, 2A and 2B

PROGRAM PURPOSE

Group Homes provide 24 hour a day community based living for youth who are experiencing problems with their family living environment. These youth have been determined by the court to be in temporary need of an alternative living arrangement until reunification is deemed appropriate.

The Delinquency and Court Services Division will be accepting proposals in anticipation of awarding contracts for 16 beds (2 group homes with 8 bed capacity) of Group Care for male youth being discharged from the Department of Corrections under aftercare with Milwaukee County Delinquency and Court Services Division (1 group home) and post-dispositional youth (1 group home). The programs must have the ability to identify and manage youth who present mental health issues, emotional disturbances and/or alcohol and other drug abuse (AODA) problems.

Milwaukee County encourages Group Care providers to continue to develop their vision, mission, values, beliefs and principles. Providers are encouraged to:

- Assist the youth to develop competencies and skills to live in the community.
- Help to integrate the youth into the community's social and economic life.
- Surround the youth with adults that are energized and passionate about their future.
- Promote family involvement in all aspects of services and the child's life.

Milwaukee County is requesting innovative proposals that target criminogenic needs associated with increased probability of re-offense. Describe how your program will individualize services within a structured setting to meet the needs of youth. When describing your program, please reference specific evidence-based components of your program including supporting research. Please submit an organizational plan to implement and support the delivery of Trauma Informed Care (TIC) within the agency. Describe how TIC practices will be incorporated into programming, along with TIC policies the agency will implement and TIC training that staff will receive. DCSD is also requiring that all direct care staff that work with the youth be trained in motivational interviewing (MI). Please submit the agency's plan to implement MI staff training, along with verification of training completion. Through the Juvenile Justice Reform and Reinvestment Initiative (JJRRI), the Milwaukee County DCSD has acquired the

advanced resources to help its partners better understand how efficiently and effectively its services reduce the likelihood of re-offense.

The proposer must be able to accept the following youth:

- Adjudicated youth under Department supervision, including youth in the Milwaukee County Accountability Program (MCAP)
- Multi-system youth (Delinquency and CHIPS) in transition
- Wraparound Milwaukee youth
- Aftercare youth released from Department of Corrections
- Other youth as approved by DCSD

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES AND EXPECTED OUTPUTS

The Group Care program seeks to:

- Maintain a safe, caring, and stable living environment while maintaining accountability with court expectations.
- Achieve reunification with the natural family or other identified care giver.
- Assist and develop an appropriate long-term permanency plan for youth for whom family reunification is not possible.

The program has ultimate responsibility for overseeing and providing supervision of their residents on a 24-hour/day basis. The resident is to be supervised directly by group home staff or by appropriate school or parental figures at all times.

Prior to January 1, 2015, the Department of Children and Families must have issued to the provider a Group Home License pursuant to s. 48.625 of Wisconsin Statutes and Chapter DCF 57 of Wisconsin administrative code. The license must pertain to each proposed location and corresponding capacity for the location(s). If all necessary licenses have not been issued by the proposal due date, then proposers may submit their plans and documentation of their progress towards obtaining the necessary licensure in lieu of the license itself. In these cases, the license must be submitted no later than the final submission date listed in *Technical Requirements* section of this RFP. Proposal responsiveness and applicable scores will be assessed according to the feasibility of the plan and progress-to-date with regard to meeting the above requirements within the given timeframe.

More information on obtaining a Group Care license can be obtained at the following website: <http://dcf.wisconsin.gov/childrenresidential/obtaining.HTM>

Program Description

The program description should include methods to address the specific needs of individual group home residents. The description should also address the family involvement necessary to meet defined program outcomes.

1. Provide counseling by the group home social worker:
 - Individual: One hour per week
 - Group (involving all residents): One hour per week
 - Family: At least 50 minutes every two weeks

2. Complete primary casework responsibilities including all court activities (reviews, extensions, etc.), assessments and referral needs of the residents and their families.

3. Utilize the Handbook for Youth in Foster Care/Out of Home Placement for youth placed in the group home in conjunction with assigned Human Service Worker.

4. Provide individualized Service Planning and Crisis Planning, in accordance with Chapter DHS 34 and Wisconsin Medicaid crisis stabilization requirements.
 - Develop and maintain an initial assessment and crisis safety plan for each youth. The crisis safety plans must be completed within seven (7) days of placement for non-Wraparound youth. Youth enrolled in Wraparound will have a plan that is developed by the care coordinator. Group home staff members are expected to participate in this development.
 - Provide the required crisis plan reviews and service updates to the crisis plan at least once every six months or more often as necessary given the needs of the client, unless the youth is enrolled in Wraparound.
 - Maintain a daily log and progress notes for each youth that documents daily contacts.

5. Provide staff development, training, and supervision, in accordance with Chapter DHS 34 and Wisconsin Medicaid crisis stabilization requirements.
 - Provide a written and comprehensive staff orientation and training plan.
 - Provide on-going orientation, staff development training, and training logs for each staff member. While not all inclusive, staff orientation and training can include approaches to empathy building, relationship violence, errors in thinking, anger management, conflict resolution, etc.
 - Provide documented weekly clinical supervision of staff by an agency employee or contracted provider who is a licensed treatment professional.
6. Develop and maintain an Interagency Agreement with Wraparound Milwaukee.
7. Compute non-room and board costs from total facility costs.
8. Maintain a signed consent for release of information for MUTT Team.
9. Establish and maintain a working relationship with the MUTT Team.
10. Provide menu planning and meal preparations that will occur within the group home and will include the participation of the residents. Weekly menus shall be posted. Cost-effective meal alternatives and snacks should be available to residents. For those residents excluded from school, meals are to be provided for both breakfast and lunch, not to exceed 6 hours between meals.
11. Arrange for or provide vocational education, job readiness training, and tutorial services.
12. Provide for scheduled, age appropriate recreational activities.
13. Provide programming to increase awareness of victim rights.
14. Ensure that annual medical and dental exams are completed for all residents.

15. Enable participation in extra-curricular school activities.
16. Develop written group home rules and written disciplinary protocols.
17. Provide structured, goal-oriented educational programming for residents who are not enrolled in school.
18. Provide documented psychological or psychiatric review or consultation for clients who require such services.
19. Establish a working community advisory committee prior to initial licensure.

Note: In accordance with Wisconsin Statutes, Chapter 72, Laws of 1981, representatives of the proposed group home's neighborhood and local governmental units must be included. The committee is to continue functioning after licensure.

20. Monitor youth leaving the group home on a pass. Youth leaving the group home on a pass shall have a specific destination and reason for the event. Any deviation from that must be pre-approved by the DCSD Group Home Liaison.
21. Report incidents involving residents, staff, or police to the proper authorities, including the DCSD group home liaison, by the next business day. A written report needs to be received by the DCSD group home liaison within 36 hours of the incident. State and County workers investigating an incident are to be admitted to the group home upon request.
22. Complete a monthly case staffing and progress report for each resident. Reports shall include service goals, case contacts, and intervention strategies for each identified service issue.
23. If the child is 15 years of age or over and has been in out of home care for six months, an independent living plan is required to specify the programs and services that will be or are being provided to assist the child in developing life-skills while in care and preparing for the transition from out-of-home care to independent living.

The Permanency Plan/ILP plan must include the following and be developed with the Human Service Worker:

- The anticipated age at which the child will be discharged from out-of-home care.
- The anticipated amount of time available in which to prepare the child for the transition from out-home care to independent living.
- The anticipated location and living situation of the child on discharge from out-of-home care
- A description of their assessment process, tools, and methods that have been or will be used to determine the services that are, or will be, provided to assist the child in preparing for the transition from out-of-home care to independent living
- The rationale for each program or service that is or will be provided to assist the child in preparing for the transition from out-of-home care to independent living, the time frames for delivering those programs or services , and the intended outcome of those programs and services. Programs and services include but are not limited to:
 - Successful high school education, postsecondary education, or training
 - Career planning
 - Employment
 - Safe and Stable Housing
 - Home Maintenance
 - Transportation
 - Health and Medical
 - Cultural competency
 - Knowledge and use of community resources and support systems
 - Financial self-sufficiency
 - Other life skills development goals as identified by the youth

If the child is 17 ½ or over, the focus of the plan changes from life-skills development to transition to independence. The provider and caseworker must work together to create an Independent Living Transition to Discharge (ILTD) plan for each youth exiting care after the age of 18, which must contain provisions to ensure that basis resources are in place for a youth who is transitioning to adulthood including, but not limited to:

- The youth's anticipated date of and age at discharge from out-of-home care.
- Obtaining and securing housing

- Managing health care needs, continuing education
- Building a relationship or attachment to a supportive adult(s)/Mentor(s)
- Employment services
- Workforce Support
- Continuing necessary supportive IL services after leaving out-of-home care
- Obtaining required essential documents
- 90 days prior to the youth turning 18, the 90 Day ILTD plan must be finalized with the youth and documented.

Staffing Related

1. The vendor must ensure that at least one staff person per shift is awake and on the premises at all times.
2. Direct service staff must have at least one-year of experience working with juveniles. New employees must receive appropriate training within their first year of service.
3. The social worker must meet the requirements Milwaukee County has established for its Human Service Workers and be experienced in group and individual counseling of adolescents.
4. If the social worker is not an MSW, then the direct supervisor of the social worker must be. Waivers of this requirement will be considered by DCSD on an individual basis for advanced degrees in other human service related disciplines. This does not replace the certification requirements for clinical staff as determined by the Mobile Urgent Treatment Team (MUTT).

Unit of Service

One unit of service is one bed space for one overnight stay with physical presence in the group home at midnight.

ADDITIONAL CRITERIA PERTAINING TO ALL PROGRAM COMPONENTS

Program Evaluation

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile and maintain statistical data information as specified by the Division regarding the quality of programmatic and administrative operations, and the dosage of

each individual service provided to youth (including the times, duration, and amount of service). The vendor shall complete and submit to the Division specified data for all services when requested.

PROPOSAL SUBMISSION REQUIREMENTS

When addressing this section of the Request for Proposals (RFP), refer to Item #25a, “Program Logic Model and Annual Evaluation Report” and Item #25b, “Program Narrative”, both found in this RFP, unless otherwise specified.

The following elements should be addressed in the program narrative:

- Implementation plan and time frame for program start up (if new proposer).
- Description of how referrals will be managed from point of receipt through program discharge.
- Client engagement strategies and matching of individual needs to services.
- Description of each of the program activities and how they will be provided and by whom.
- If applicable, indicate the phases of service, the length of time in each phase, and the criteria used to move youth from one phase to the next.
- Sample participant weekly schedule of activities (for each phase, if applicable).
- For each group activity, describe the anticipated size, length, duration, dosage, format, schedule, and identified facilitators and relevant credentials. Identify any established curricula to be used. Please note that full fidelity to established evidence-based curricula is preferred. However, if a modified curriculum is proposed, please describe the modifications to be made and the justifications for such.
- Parent participation in the service delivery plan.
- Consideration of age, gender, culture, ethnicity, language, and capabilities of participants in the service delivery plan.
- Incorporation of relevant juvenile justice research, best practices, or evidence-based practices, into the service delivery model, such as:
 - Research evidence about what works in reducing offending through addressing criminogenic needs
 - Research on adolescent development

- Use of rewards and consequences
- Agreements and working collaborations with other community agencies that will provide services to the target population. Include any letters of agreement.
- Description of specific quality assurance activities to ensure adherence to the service delivery model and administrative protocols. Identify persons responsible for quality assurance activities.
- Description of information management system, databases, and/or other methods for collecting and recording data on client contacts, services provided, and client outcomes. Describe data elements collected.
- Program incumbents should provide a summary description of their most recent program evaluation. Include any changes made in the program as a result of the evaluation.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

The following information must be completed in the designated web-based Information System (Synthesis) for each youth:

- Crisis Plans
- Out-of-Home Care Monthly Progress Reports
- Monthly Attendance Reporting

Individual case files must include:

- Initial family and child assessments and service plans.
- Crisis safety plans and updates.
- Resident daily logs.
- Resident staffing reports, and service plan updates.
- Counseling notes and contact sheets that include the date and time of the contact, the name of the person contacted, the type of contact (face-to-face, phone, collateral, etc.), and the signature of the worker providing the contact.

- Court documents.
- Incident reports.
- Discharge summaries.

Agency files are to include:

- State regulations and requirements
- Incident reports
- Written procedures for (1) maintenance of client confidentiality, (2) storage of client files, (3) client access to records, and (4) procedures for transfer of records to other treatment providers.

EXPECTED OUTCOMES AND INDICATORS

Outcome 1: 95% of non-Wraparound group home residents will have an initial assessment and crisis safety plan in place within seven days of placement

Indicator: Number and percent of non-Wraparound youth will have an initial assessment and crisis safety plan completed in Synthesis within seven days of placement.

Outcome 2: 80% of group home residents in placement 90 days or more will return home or meet their permanent or treatment plan alternative.

Indicator: Number and percent of youth in placement 90 days or more who return home or meet their permanent or treatment plan alternative.

Outcome 3: 85% of group home residents will not have a new delinquency referral or adult criminal charge during placement.

Indicator: Number and percent of youth who do not have a new delinquency referral or adult criminal charge during placement (per DCSD records and adult CCAP).

Outcome 4: 80% of group home residents will improve their school attendance.

Indicator: Number and percent of youth who demonstrate the defined improvement in school attendance.

Outcome 5: 80% of group home residents will raise their grade point average (GPA) from previous semesters.

Indicator: Number and percent of youth who demonstrate an improvement in their GPA.

Outcome 6: 95% of residents age 15 and older and in out of home care for six months will have an Independent Living Plan according to the DCF Ongoing Service Standards.

Indicator: Number and percent of residents who have an Independent Living Plan according to the DCF Ongoing Service Standards.

REIMBURSEMENT

Reimbursement is based on actual program expenses and is paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

Re-entry coordination services involve participation in case planning and support of Milwaukee County youth who have been committed to the Wisconsin Department of Corrections (DOC), Division of Juvenile Corrections (DJC). Re-entry coordination services are provided to youth and families during youths' placement in secure institutions and following release to the community. The goal is to safely reintegrate the youth back to his/her family and community with appropriate services and supervision.

Background

There are over two hundred (200) Milwaukee County youth under the custody of the Wisconsin Department of Corrections (DOC), Division of Juvenile Corrections (DJC) at any point in time. As part of the 2011-2013 State Budget, DOC closed both Ethan Allen School and Southern Oaks juvenile correctional facilities, effective July 2011. Due to the closures, the only juvenile correctional facilities, Lincoln Hills School for Boys and Copper Lake Girls School, are located in Irma, Wisconsin, which is 220 miles from Milwaukee.

Committed youth typically are sent to State juvenile corrections on a one-year order. The total length of stay in the custody of DJC may be increased by a petition to the court to extend the dispositional order. The majority of youth are released with time remaining on their dispositional order to allow for aftercare supervision and services. Programming and release decisions are determined by the DJC Office of Juvenile Offender Review (OJOR), through the Joint Planning and Review Committee process, taking into consideration progress in treatment according the youth's case plan and individual goals. For youth with standard correctional orders, the Joint Planning and Review Committee meets within 21 days of admission and every 90 days thereafter while the youth is in the juvenile correctional facility to review progress.

Milwaukee County purchases community supervision services from the State. As such, DJC is responsible for community supervision and monitoring of Milwaukee County youth committed to DJC.

Re-entry coordination services provided under this contract and any other community-based services made available to participating youth through DCSD will supplement existing services provided by DJC to Milwaukee County youth committed to DJC.

This contract will be awarded to a single vendor to provide re-entry coordination services up to 75 youth.

REQUIRED PROGRAM INPUTS, PROCESSES, PROGRAM ACTIVITIES, AND EXPECTED OUTPUTS

Services include but are not limited to the following:

- Participate in all formal Office of Juvenile Offender Review - Joint Planning and Review Committee meetings as a representative of Milwaukee County to assist in developing the youth's case plan and identifying program and placement options by obtaining and reviewing the following documents from the Department of Corrections on an ongoing basis: DOC Face Sheet, Assessment and Evaluation Report, Department Order/Case Plan, Educational Reports, and the COMPAS Assessment.
- Obtain and review the Rule Violation Documents while at the Institution and request the corresponding incident report.
- Conduct monthly visits to juvenile correctional institutions to maintain face-to-face contact with youth.
- Facilitate contact between youth and their families while in out-of-home placements and keep the family informed and engaged with the youth.
- Facilitate families' participation in Joint Planning and Review Committee meetings. This may be achieved through use of video-conferencing equipment as may be provided by the county. The vendor will also serve as a resource for facilitating other non-referred youths' families' participation in Joint Planning and Review Committee meetings via video-conferencing as the need arises. Meet with the family prior to the OJOR and review progress and share information regarding their son/daughter.
- Support families and help them prepare for the youth's return to the community.
- Maintain contact with DCSD and participate in staffings requested by DCSD. Provide frequent and timely written feedback to DCSD and the court as requested.
- Record any required information on participating youth in web-based Synthesis Information Management System.

- Maintain contact with institution social worker and other staff involved with the youth to review youth's progress and ensure that treatment needs are being addressed according to the needs in the COMPAS assessment as well as the Department order/Case Plan. Also monitor for any delays or interruptions in the services/education the youth is receiving.
- Participate in Transition Team meetings and request participation in re-entry coordination services as part of the transition plan.
- Provide community advocacy and serve as liaison between DCSD, institution or alternate care facility, community service providers, and DJC agent.
- Identify formal and informal services and supports to assist in youths' transition to the community in coordination with DJC. Recommend referral to community-based services available through DCSD if appropriate and complete any necessary paperwork for approval by DCSD. For any services provided through DCSD, facilitate connection to community-based providers and assist in the coordination of services with DJC agent. Authorize continuing units of services on a monthly basis as needed.
- Provide support during youth's participation in treatment programs, educational/vocational training, employment, and other activities identified in the youth's care plan. Maintain regular communication with providers and DJC agent regarding youth's skill development as well as participation in services.

Placement Criteria

DCSD will identify youth for referral to re-entry coordination services. Referrals may be made at any point after the youth is committed to DJC. Consultation with the selected vendor will occur as necessary. Select file material will be provided to the vendor.

Staffing Pattern

Staff working with youth and families must possess a bachelor's degree in a human services field and two years of experience with programs serving juveniles. The provider must be able to document staff experience at the request of the Division. Staff must have access to clinical expertise for guidance on working with youth with a high incidence of mental health and AODA problems. Agencies with certification as a Wisconsin outpatient mental health clinic are preferred.

The application should include a written description of the provider's orientation plan for new staff and ongoing staff development programs as well as a description of how staff will be supervised.

REQUIRED DOCUMENTATION

The annual Program Evaluation Report must include the format and content specified in this document.

DCSD will determine additional documentation and data collection requirements. The vendor must record any required information on participating youth in the web-based Synthesis Information Management System.

Individual case files must include:

- Client and family intake forms
- Client and family assessments and service plans
- Contact sheets to include the date of contact, name of person contacted, services provided, and the type and substance of the contact (may be accomplished within Synthesis)
- Consent forms
- COMPAS assessment, Assessment and Evaluation Report, DOC face sheet, Department orders/Case Plan, Educational Reports, Rule Violation Docs with corresponding incident report.
- Service authorization forms

Data on Operation and Services

The annual Program Evaluation Report must include the format and content specified in this document.

The vendor shall be responsible for compiling and maintaining statistical data required for evaluation of the operation and services. This data will be used for monitoring and evaluating the Re-Entry Program functions. Proposals shall present a viable plan for the collection and maintenance of that data.

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile information as specified by the Division regarding the quality of programmatic and administrative operations. The vendor shall complete and submit to the Division specified data for all appropriate activities. Data reports are due no later than the last

Monday of the following reporting period for review by DCSD. The following schedule must be followed for submission of all data reports:

April, May and June due July 25, 2016

July, August and September due on October 31, 2016

October November and December due on January 30, 2017

EXPECTED OUTPUTS / OUTCOMES AND INDICATORS

The overall goal of the program is for participating youth to be successfully integrated back into the community to the least restrictive placement consistent with community safety as soon as appropriate and remain free of referrals to the juvenile justice system.

The following are expected outputs, outcomes, and indicators for youth participating in re-entry coordination services:

The Proposer must describe how they will measure and collect data regarding these outcomes. Proposers are encouraged to develop other relevant outputs/outcomes. Potential vendors are asked to submit a budget in response to this solicitation in the amount of \$163,640 with the potential for earning the full amount of the dedicated allocation through the achievement of performance indicators (10% of the budget or \$16,364). The contracted provider may earn monetary incentives for meeting or exceeding additional performance measures that are specified in the contract resulting from this RFP. Each outcome described below is the minimum expectation and the Proposer is required to submit their own agency expectations for each outcome and these targets will be scored as part of the review process.

Outcome 1: The vendor will participate on behalf of Milwaukee County in 95% of Office of Juvenile Offender Review (OJOR) meetings for participating youth.

Indicator: Number and percent of OJOR meetings in which the vendor participates (via phone, video conference, or in person).

Outcome 2: 55% of youth in juvenile correctional institutions will be returned to the community within 9 months of placement.

Indicator: Number and percent of youth in juvenile correctional institutions who are returned to the community within 9 months of placement.

Outcome 3: 80% of reintegrated youth will remain home or in the least restrictive placement during reporting period.

Indicator: Number and percent of reintegrated youth returned to the juvenile correctional institution as a result of termination of aftercare/community supervision.

Outcome 4: 80% of reinstated youth will not have any adjudications during reporting period.

Indicator: Number and percent of youth who do not have any Deferred Prosecutions during program involvement.

Outcome 5: 65% of OJOR meetings will have participation from a family member of the youth.

Indicator: Number and percent of OJOR meetings that have participation (via phone, video conference, or in person) by a family member of the youth.

Outcome 6: 60% of reintegrated youth are referred or connected to community-based services during program involvement.

Indicator: Number and percent of youth referred to community-based services.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved \$163,640 contract allocation and is a per daily unit basis. Annual reimbursements may not exceed actual program expenses or the total contract allocation.

PROGRAM PURPOSE

This program will provide a community-based alternative to detention for sanctions placement for youth who violate the conditions of their probation. The Alternative Sanction Program will provide a timely response that holds youth accountable relative to their violations and engages them in positive, evidence based programming.

Background

Youth who are adjudicated delinquent and placed on probation are ordered by the court to follow standard rules (e.g. obey all laws, keep all appointments with the Human Service Worker (HSW), daily school attendance) and any special conditions (e.g. avoid contact with victims, restitution). Youth who violate the rules of their probation are subject to the possibility of sanctions. Historically, the primary formal response to violations that are brought before the court in Milwaukee County is ordering that the youth serve sanction days in detention (up to ten days per violation). Judges may order sanction days in detention forthwith and/or stay sanctions to be imposed at a later date upon the motion of the HSW to impose stayed sanctions as a result of continued violation of the order conditions.

In 2012, over 300 youth on probation were admitted to secure detention to serve sanctions, resulting in about 550 separate admissions. These admissions represent about 19% of all admissions to detention. These figures do not include all admissions for sanctions in which the youth was ordered directly from court.

The Delinquency and Court Services Division (DCSD) is seeking proposals to operate an Alternative Sanction Program in the community. This program will consist of a weekend (Saturday) report center that features structured activities and evidence based programming. The target population for the Alternative Sanction Program are youth who are referred by their HSW or ordered by a judge to participate in the program as a response to violating the conditions of their dispositional (probation) order.

Developing a viable community-based sanction alternative to detention is consistent with the notion that sanctions should be “graduated”. A continuum of sanction options affords DCSD staff and the courts some flexibility in matching the response for non-compliance with youth’s needs, reserving detention for high-risk youth. This effort is part of Milwaukee County’s involvement in the Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative (JDAI) to implement system reform strategies aimed at safely reducing reliance on secure confinement.

The goals of this program include the following:

- Provide a timely community-based alternative to sanctions in detention

- Hold youth accountable for violations of the conditions of their dispositional order
- Assist youth in restoring and maintaining compliance with the conditions of their dispositional order
- Target interventions to address the nature of youth's violations and build skills and competencies for improved decision-making relative to behavior leading to violations
- Expose youth to community-based services and positive programming with the potential to lead to continuing involvement beyond their sanction and/or probation involvement

This contract will be awarded to operate the Alternative Sanction Program with a start date of January 1, 2016 through December 31, 2016. DCSD will have the option of renewing the contract without an additional competitive RFP process for up to two additional years, and adjusting funding to meet the expanded service needs. This contract will be awarded to a single Proposer.

REQUIRED PROGRAM INPUTS, PROCESSES, AND PROGRAM ACTIVITIES

Program Capacity, Hours of Operation, and Length

The Alternative Sanction Program involves the operation of a community-based weekend and/or after school report centers that features structured activities. The capacity of the report center on a given day is up to thirty-two (32) youth. The Alternative Sanction Program should keep low and high risk youth separate from one another and is to have multiple locations in the community to do this. Youth will be required to report to the program for a minimum of four (4) hours on each Saturday or each weekday for a specified number of weeks. The number of weeks of participation will vary by youth, but the typical program length is expected to be two (2) weeks for weekday programming to ten (10) weeks for weekend programming weeks. The first day of operation of the report center will be on a mutually agreed upon date no later than three (3) weeks after contract award target start date of January 1, 2016.

Program Components

A brief description of **minimum required components** of the Alternative Sanction Program (referred to as "the program") is described below.

- Initial Assessment and Service Plan: The program will review the referral and conduct an initial assessment to understand the nature of the violations and the youth's circumstances, identify any barriers, and develop a service plan outlining the youth's involvement in the Alternative Sanction Program. The program will

distribute a program handbook to youth and families as part of an orientation to the program. The program will make contact with youth and their family within 48 hours of the initial referral to schedule the initial appointment.

- Tailored Programming to Address Violations: The program will engage youth in programming that addresses the specific nature of the behavior resulting in probation violations and is geared towards the development of skills and competencies to improve decision-making relative to the behaviors contributing to violations. Proposers should specify evidence based interventions aimed at addressing the most common types of violations of the conditions of the dispositional order, which include the following:
 - School-related: truancy and rule violations
 - Runaway behavior from home or placement
 - Continuing substance use
 - Violation of a civil or criminal law or an ordinance (including tickets/citations)
 - Non-adherence to rules of the home or placement
 - Failure to comply with required programming or DCSD contacts
 - Aggressive physical and/or verbal behavior

- Community Service: The program will coordinate supervised community service projects. Hours of community service provided will count towards any court-ordered community service requirements.

- Meals/Snacks: The program will provide healthy snacks and/or meals to youth at the report center. Other incentives could also be utilized to engage and reward the youth.

- Connections to Community Resources and Recreational Activities: The program will provide or link participating youth to community resources and recreational activities designed to engage the youth in positive activities and promote social and life skills. These activities should be in addition to structured report center activities and would ideally serve as an outlet for youth beyond their program and/or probation involvement.

- Transportation: The program will be responsible for providing or ensuring transportation of participants to the Alternative Sanction Program from their residences and transportation from the program to the participants' residences at the end of the each session. Under no circumstances is lack of transportation an acceptable reason for a youth not to attend. The program shall obtain Transportation Consent for each youth who will be transported.
- Progress Reporting and Court Appearances: Routine communication between the HSW and the program is critical. The program must work closely with the assigned HSW to coordinate their efforts and to share information on the youth's progress. The program must provide weekly written progress reports, summary reports for court, and a discharge/outcomes report. In addition, the program may be asked to attend court hearings to report on youth's participation and progress.

The scope of services is not limited to these specific descriptions. Additional elective program components may be incorporated. The final set of program components will be determined during final negotiations of the contract terms.

Service Delivery Plan

Special Instructions: When addressing this section of the Request for Proposal (RFP), refer to Item #25a, "Program Logic Model and Annual Evaluation Report" and Item #25b, "Program Narrative", both found in this RFP.

The narrative should describe the service delivery plan for the program. This should include a detailed description of the following:

- Implementation plan and time frame for program start-up
- Program's hours of operation
- Weekly schedule of activities that includes all listed required program components and any additional elective components
- The content, structure, staffing, and plan for operationalization of each of the required program components and any additional elective components
- Description of any proposed groups, including established curricula to be used, length, duration, and format of groups, and identified facilitators and relevant credentials
- Agreements and/or working collaborations with other community agencies that may provide services to the target population

- Parent participation in service delivery plan
- Individualization of services within a structured setting to be responsive to the nature of the behaviors leading to the violations
- Consideration of age, gender, culture, ethnicity, language, and capabilities of participants in the service delivery plan
- Incorporation of relevant juvenile justice research, best practices, or evidence-based practices, into the service delivery model, such as:
 - Research evidence about what works in reducing reoffending through addressing criminogenic needs
 - Research on adolescent development
 - Use of rewards and consequences

Facility

Proposers must identify a facility (owned or leased) that would house the program. The successful proposal will offer a clean, healthy and safe facility. At a minimum, it is expected that the Alternative Sanction Program facility will have the following resources:

- Compliance with building and regulatory codes
- Snack area
- Adequate washroom facilities
- A recreation area
- Program resources (e.g. tables, chairs, supplies, equipment, etc.)
- Well-lit and ventilated classroom/multi-purpose space

Priority will be given to facilities that are located in a geographic area within the city of Milwaukee with a high concentration of juvenile justice youth and are easily accessible and to include both a north side and a south side location.

Agency Qualifications

Respondents to this RFP must have at least five years' experience in providing direct services to at-risk or court-involved youth; demonstrated experience with implementing

evidence-based practices in juvenile justice system; demonstrated history of financial stability and sound fiscal and management experience; and, the ability to recruit qualified social service professionals and to document that all the proposed staff will be available for engagement on the effective date of the contract award.

Staffing Pattern

The vendor must have sufficient and qualified staff with relevant training and experience which is representative of the population to be served and meets program requirements. A minimum of two staff must be present on-site during the hours of operation of the report center.

It is expected that the Alternative Sanction Program maintains at least one employee designated as the program manager. The program manager assumes primary responsibilities as the liaison with the Delinquency and Court Services Division. The program manager is also responsible for the daily operation and supervision of the Alternative Sanction Program. The program manager is required to have a Bachelor's Degree in a human services or criminal justice-related field and a minimum of five years' experience working in programs that serve youth in the juvenile justice field.

Other program staff are required to have a minimum of high school degree or equivalent and have additional training or certification in youth care or social work. Strong record-keeping and documentation skills are required. Any relevant credentials or training certificates for staff who will facilitate specialized groups should be submitted with the application.

A written description of the agency's initial orientation plan and ongoing staff development activities should be included with the application.

REQUIRED DOCUMENTATION

Documentation requirements will be determined by Milwaukee County.

A progress report on each youth placed in the program must be submitted to DCSD on a weekly basis. In addition, a detailed report to the court must be completed for each youth and submitted in advance of the scheduled court hearing. The formats for progress reports and for reports to the court will be determined by Milwaukee County.

The agency will maintain individual case files. Individual case files must include:

- Referral forms
- Consent forms, including transportation consent
- Initial client and family intake forms, assessments, and service plans

- Attendance/participation logs for each individual activity (including date, time, duration, summary of participation and progress, signatures)
- Progress reports
- Court reports
- Incident reports
- Discharge summaries

The vendor must also develop the following documents to be approved by DCSD:

- Brochure
- Program Handbook
- Policies and Procedures

Data on Operation and Services

The annual Program Evaluation Report must include the format and content specified in this document.

The vendor shall be responsible for compiling and maintaining statistical data required for evaluation of the operation and services. This data will be used for monitoring and evaluating the Alternative Sanction Program functions. Proposals shall present a viable plan for the collection and maintenance of that data.

The vendor is required to cooperate with the Delinquency and Court Services Division in all matters concerning program evaluation. The vendor must have in place mechanisms to compile information as specified by the Division regarding the quality of programmatic and administrative operations. The vendor shall complete and submit to the Division specified data for all appropriate activities. Data reports are due no later than the last Monday of following reporting period for review by DCSD. The following schedule must be followed for submission of all data reports:

April, May and June due July 25, 2016

July, August and September due on October 31, 2016

October November and December due on January 30, 2017

EXPECTED OUTPUTS/OUTCOMES AND INDICATORS

The following are expected outputs, outcomes, and indicators for Alternative Sanction Program. The Proposer must describe how they will measure and collect data

regarding these outcomes. Proposers are encouraged to develop other relevant outputs/outcomes. Potential vendors are asked to submit a budget in response to this solicitation in the amount of \$361,180 with the potential for earning the full amount of the dedicated allocation through the achievement of performance indicators (10% of the budget, or \$36,118). The contracted provider may earn monetary incentives for meeting or exceeding additional performance measures that are specified in the contract resulting from this RFP. Each outcome described below is the minimum expectation and the Proposer is required to submit their own agency expectations for each outcome and these targets will be scored as part of the review process.

Outcome 1: 65% of youth referred will successfully complete the program.

Indicator: Number and percent of youth who complete the program (provide definition).

Outcome 2: 80% of participating youth will demonstrate improved accountability, awareness, and decision-making regarding behavior leading to violations.

Indicator: Number and percent of youth who demonstrate improved accountability, awareness and decision-making regarding behavior leading to violations (as measured by pre/post test in at least 3 of 6 categories).

Outcome 3: 80% will not have a re-offense during program participation.

Indicator: Number and percent of youth who have new petition filed, Deferred Prosecution Agreement, adjudication in juvenile court or adult criminal prosecution during program participation.

Outcome 4: 90% of youth will be successfully contacted within 48 hours of receiving a referral.

Indicator: Number and percent of youth were successfully contacted (within 48 hours of receipt of referral from DCSD).

REIMBURSEMENT

The awarded vendor will negotiate performance based incentive allocations as part of the final contract negotiations. Reimbursement will be paid on an expense reimbursement basis for expenses actually accrued for work under the contract for the base amount of \$325,062. Reimbursement for any given month will not exceed 1/12 of the total \$361,180 maximum contract amount and is a per daily unit basis. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to DHHS policy.

PROGRAM PURPOSE

The Community Accountability Panels (CAP) is aimed at reducing the number of youth referred to Delinquency and Court Services Division and is a true diversion program for low risk, first time offenders while holding them accountable for their actions.

Background

The Community Accountability Panels (CAP) model was initiated by Delinquency and Court Services (DCSD) for first-time juvenile offenders as a true diversion effort for low risk offenders. This program is to provide dispositional alternatives to the judiciary who have to deal with increasing numbers of juvenile offenders. Endorsed by the National Council of Juvenile and Family Court Judges in 1989, Community Accountability Panels provide the juvenile justice system with an early diversion option; freeing much needed space on already crowded court calendars while holding youth accountable for their actions. This model is similar to a program operating in Racine County, WI and Philadelphia, PA since 1988. The Community Accountability Panels concept encompasses the four tenets of the Balanced Approach to Juvenile Probation – Community Protection, Youth Accountability, Victim Restoration and Competency Development.

Program Components

The CAP is a juvenile diversion program which gives first time minor offenders apprehended for misdemeanors the option of appearing before a panel of community volunteers, called the Community Panel, rather than entering the juvenile court system. This is strictly a voluntary option, chosen by the juvenile and his/her parents or guardians and does not preclude access by the juvenile to the due process guaranteed by the juvenile justice system.

To be eligible for the program, the identified youth:

- Must admit to the charge against them
- Have no cases pending
- No prior adjudications
- No consent decrees
- No prior referrals to the CAP

Eligible Offenses:

- Disorderly Conduct (fighting, loud conduct)
- Retail theft

- Theft
- Receiving Stolen Property
- Criminal Damage to Property under \$300
- Possession of Marijuana
- Possession of Alcohol
- Misdemeanor Battery
- Criminal Trespass
- Obstructing (only when false information is given)
- Any Ordinance
- Possession of Drug Paraphernalia
- Attempted Drive or Operate without Owner's Consent

The Community Panel draws the youth's family and community into the contracting process. This is a critical approach to the prevention and rehabilitation goals under the program. This intervention provides a swift and meaningful community response to minor delinquent behaviors. This response is designed to curtail further delinquent behavior by holding the youth and his/her family accountable for the individual's actions and preventing further involvement in the juvenile court system. DCSD entered into a Memorandum of Understanding (MOU) with the Milwaukee Police Department (MPD) in 2016 that would allow for the MPD to make referrals directly to this program, as well as DCSD Human Service Workers.

EXPECTED OUTCOMES & INDICATORS

Outcome 1: 75% of youth will successfully complete the program.

Indicator: Number and percent of youth who are discharged from the program successfully.

Outcome 2: 75% of youth will not have a subsequent referral and petition, DPA or CD during the course of the program.

Indicator: Number and percent of youth with a new referral and petition, DPA or CD during program participation.

Outcome 3: 75% of youth who complete the program successfully will not have a subsequent referral and petition, DPA or CD in the six months following discharge.

Indicator: Number and percent of youth with a new referral and petition, DPA or CD within six months of program discharge.

REIMBURSEMENT

Reimbursement is based on actual program expenses and paid monthly. Monthly reimbursement will be limited to a cumulative 1/12 of the yearly Milwaukee County approved contract allocation. Annual reimbursements may not exceed actual program expenses or the total contract allocation. A program specific Revenue and Expense Statement must be submitted following the end of each calendar month according to Milwaukee County DHHS policy.