

State of Hawaii
Department of Human Services
Office of Youth Services

Request for Proposals

HMS-501-16-05

The Journey-A Self Exploration and Experiential Learning Program

October 1, 2015

Note: *It is the applicant's responsibility to check the public procurement notice website, the request for proposals website, or to contact the RFP point-of-contact identified in the RFP for any addenda issued to this RFP. The State shall not be responsible for any incomplete proposal submitted as a result of missing addenda, attachments or other information regarding the RFP.*

October 1, 2015

REQUEST FOR PROPOSALS

***THE JOURNEY-A SELF EXPLORATION AND
EXPERIENTIAL LEARNING PROGRAM***
RFP No. HMS-501-16-05

The Department of Human Services (DHS), Office of Youth Services (OYS) is requesting proposals from qualified applicants to provide *The Journey* program for youth. *The Journey* is a support program utilizing a model for self-exploration through experiential learning. The contract term will be from April 1, 2016 through March 31, 2018. A single contract will be awarded under this request for proposal. Funding is subject to availability of funds and budget execution policies.

Proposals shall be mailed, postmarked by the United States Postal Service on or before November 13, 2015 and received no later than 10 days from the submittal deadline. Hand delivered proposals shall be received no later than 4:30 p.m., Hawaii Standard Time (HST), on November 13, 2015, at the drop-off sites designated on the Proposal Mail-in and Delivery Information Sheet. Proposals postmarked or hand delivered after the submittal deadline shall be considered late and will be rejected. There are no exceptions to this requirement.

The Office of Youth Services will conduct an orientation on Thursday, October 8, 2015 from 9:00 am to 12:00 p.m. HST, at the following location:

Office of Youth Services
707 Richards Street, Suite 525
Honolulu, Hawaii 96813

All prospective applicants are encouraged to attend the orientation. RSVP is requested if attending the orientation.

The deadline for submission of written questions is 4:30 p.m., HST, on October 14, 2015. All written questions will receive a written response from the State which will be posted as an addendum to the RFP on or about October 21, 2015.

Inquiries regarding this RFP should be directed to the RFP contact person:

Edralyn Caberto
Children & Youth Program Specialist
707 Richards Street (Suite 525)
Honolulu, Hawaii 96813
Telephone (808) 587-5725
Fax (808) 587-5734
E-mail: ecaberto2@dhs.hawaii.gov.

PROPOSAL MAIL-IN AND DELIVERY INFORMATION SHEET

**NUMBER OF COPIES TO BE SUBMITTED:
ONE (1) ORIGINAL AND TWO (2) COPIES OF THE PROPOSAL ARE REQUIRED**

ALL MAIL-INS SHALL BE POSTMARKED BY THE UNITED STATES POSTAL SERVICE (USPS) NO LATER THAN **Friday, November 13, 2015** and received by the state purchasing agency no later than **10 days from the submittal deadline.**

All Mail-ins

State of Hawaii
Department of Human
Services
Office of Youth Services
707 Richards Street, Suite
525
Honolulu, Hawaii 96813

RFP COORDINATOR

Edralyn Caberto
For further information or
inquiries:
Phone: (808) 587-5725
Fax: (808) 587-5734
E-Mail:
ecaberto2@dhs.hawaii.gov

ALL HAND DELIVERIES SHALL BE ACCEPTED AT THE FOLLOWING SITES UNTIL
4:30 P.M., Hawaii Standard Time (HST), Friday, November 13, 2015.

**STATE OF HAWAII
DEPARTMENT OF HUMAN SERVICES
OFFICE OF YOUTH SERVICES
707 RICHARDS STREET, SUITE 525
HONOLULU, HAWAII 96813**

BE ADVISED:

Deliveries by private mail services such as FEDEX or UPS shall be considered hand deliveries. Hand deliveries shall not be accepted if received after 4:30 p.m., **Friday, November 13, 2015.**

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Section 1

Administrative Overview

Section 1

Administrative Overview

Applicants are encouraged to read each section of the RFP thoroughly. While sections such as the administrative overview may appear similar among RFPs, state purchasing agencies may add additional information as applicable. It is the responsibility of the applicant to understand the requirements of *each* RFP.

1.1 Procurement Timetable

Note that the procurement timetable represents the State's best estimated schedule. If an activity on this schedule is delayed, the rest of the schedule will likely be shifted by the same number of days. Contract start dates may be subject to the issuance of a notice to proceed.

<u>Activity</u>	<u>Scheduled Date</u>
Public notice announcing Request for Proposals (RFP)	10/01/2015
Distribution of RFP	10/01/2015
RFP orientation session	10/08/2015
Closing date for submission of written questions for written responses	10/14/2015
State purchasing agency's response to applicants' written questions	10/21/2015
Discussions with applicant prior to proposal submittal deadline (optional)	
Proposal submittal deadline	11/13/2015
Discussions with applicant after proposal submittal deadline (optional)	
Final revised proposals (optional)	
Proposal evaluation period	12/2015
Provider selection	12/2015
Notice of statement of findings and decision	12/2015
Contract start date	04/01/2016

1.2 Website Reference

Item	Website
1 Procurement of Health and Human Services	http://spo.hawaii.gov/for-vendors/vendor-guide/methods-of-procurement/health-human-services/competitive-purchase-of-services-procurement-method/cost-principles-table-hrs-chapter-103f-2/
2 RFP website	http://hawaii.gov/spo2/health/rfp103f/
3 Hawaii Revised Statutes (HRS) and Hawaii Administrative Rules (HAR) for Purchases of Health and Human Services	http://spo.hawaii.gov Click on the "References" tab.
4 General Conditions, AG-103F13	http://hawaii.gov/forms/internal/department-of-the-attorney-general/ag-103f13-1/view
5 Forms	http://spo.hawaii.gov Click on the "Forms" tab.
6 Cost Principles	http://spo.hawaii.gov Search: Keywords "Cost Principles"
7 Protest Forms/Procedures	http://spo.hawaii.gov/for-vendors/vendor-guide/protests-for-health-and-human-services/
8 Hawaii Compliance Express (HCE)	http://spo.hawaii.gov/hce/
9 Hawaii Revised Statutes	http://capitol.hawaii.gov/hrscurrent
10 Department of Taxation	http://tax.hawaii.gov
11 Department of Labor and Industrial Relations	http://labor.hawaii.gov
12 Department of Commerce and Consumer Affairs, Business Registration	http://cca.hawaii.gov click "Business Registration"
13 Campaign Spending Commission	http://ags.hawaii.gov/campaign/
14 Internal Revenue Service	http://www.irs.gov/
(Please note: website addresses may change from time to time. If a State link is not active, try the State of Hawaii website at http://hawaii.gov)	

1.3 Authority

This RFP is issued under the provisions of the Hawaii Revised Statutes (HRS) Chapter 103F and its administrative rules. All prospective applicants are charged with presumptive knowledge of all requirements of the cited authorities. Submission of a valid executed proposal by any prospective applicant shall constitute admission of such knowledge on the part of such prospective applicant.

1.4 RFP Organization

This RFP is organized into five sections:

Section 1, Administrative Overview: Provides applicants with an overview of the procurement process.

Section 2, Service Specifications: Provides applicants with a general description of the tasks to be performed, delineates provider responsibilities, and defines deliverables (as applicable).

Section 3, Proposal Application Instructions: Describes the required format and content for the proposal application.

Section 4, Proposal Evaluation: Describes how proposals will be evaluated by the state purchasing agency.

Section 5, Attachments: Provides applicants with information and forms necessary to complete the application.

1.5 Contracting Office

The Contracting Office is responsible for overseeing the contract(s) resulting from this RFP, including system operations, fiscal agent operations, and monitoring and assessing provider performance. The Contracting Office is:

Department of Human Services
Office of Youth Services
707 Richards Street, Suite 525
Honolulu, Hawaii 96813
Phone: (808) 587-5700
Fax: (808) 587-5734

1.6 RFP Point-of-Contact

From the release date of this RFP until the selection of the successful provider(s), any inquiries and requests shall be directed to the sole point-of-contact identified below.

Edralyn Caberto
Children & Youth Program Specialist
Phone: (808) 587-572
Email: ecaberto2@dhs.hawaii.gov

1.7 Orientation

An orientation for applicants in reference to the request for proposals will be held as follows:

Date: Thursday, October 8, 2015 **Time:** 9:00 am to 12:00 pm

Location: Office of Youth Services
707 Richard Street, Suite 525
Honolulu, Hawaii 96813

Applicants are encouraged to submit written questions prior to the orientation. Impromptu questions will be permitted at the orientation and spontaneous answers provided at the state purchasing agency's discretion. However, answers provided at the orientation are only intended as general direction and may not represent the state purchasing agency's position. Formal official responses will be provided in writing. To ensure a written response, any oral questions should be submitted in writing following the close of the orientation, but no later than the submittal deadline for written questions indicated in the subsection 1.8, Submission of Questions.

1.8 Submission of Questions

Applicants may submit questions to the RFP point-of-contact identified in Section 1.6. Written questions should be received by the date and time specified in Section 1.1 Procurement Timetable. The purchasing agency will respond to written questions by way of an addendum to the RFP.

Deadline for submission of written questions:

Date: October 14, 2015 **Time:** 3:00 pm HST

State agency responses to applicant written questions will be provided by:

Date: October 21, 2015

1.9 Submission of Proposals

- A. **Forms/Formats** - Forms, with the exception of program specific requirements, may be found on the State Procurement Office website referred to in Section 1.2, Website Reference. Refer to the Section 5, Proposal Application Checklist for the location of program specific forms.
1. **Proposal Application Identification (Form SPOH-200)**. Provides applicant proposal identification.
 2. **Proposal Application Checklist**. The checklist provides applicants specific program requirements, reference and location of required RFP proposal

forms, and the order in which all proposal components should be collated and submitted to the state purchasing agency.

3. **Table of Contents.** A sample table of contents for proposals is located in Section 5, Attachments. This is a sample and meant as a guide. The table of contents may vary depending on the RFP.
 4. **Proposal Application (Form SPOH-200A).** Applicant shall submit comprehensive narratives that address all proposal requirements specified in Section 3, Proposal Application Instructions, including a cost proposal/budget, if required.
- B. **Program Specific Requirements.** Program specific requirements are included in Sections 2 and 3, as applicable. Required Federal and/or State certifications are listed on the Proposal Application Checklist in Section 5.
- C. **Multiple or Alternate Proposals.** Multiple or alternate proposals shall not be accepted unless specifically provided for in Section 2. In the event alternate proposals are not accepted and an applicant submits alternate proposals, but clearly indicates a primary proposal, it shall be considered for award as though it were the only proposal submitted by the applicant.
- D. **Provider Compliance.** All providers shall comply with all laws governing entities doing business in the State.
- **Tax Clearance.** Pursuant to HRS §103-53, as a prerequisite to entering into contracts of \$25,000 or more, providers are required to have a tax clearance from the Hawaii State Department of Taxation (DOTAX) and the Internal Revenue Service (IRS). Refer to Section 1.2, Website Reference for DOTAX and IRS website address.
 - **Labor Law Compliance.** Pursuant to HRS §103-55, providers shall be in compliance with all applicable laws of the federal and state governments relating to workers' compensation, unemployment compensation, payment of wages, and safety. Refer to Section 1.2, Website Reference for the Department of Labor and Industrial Relations (DLIR) website address.
 - **Business Registration.** Prior to contracting, owners of all forms of business doing business in the state except sole proprietorships, charitable organizations, unincorporated associations and foreign insurance companies shall be registered and in good standing with the Department of Commerce and Consumer Affairs (DCCA), Business Registration Division. Foreign insurance companies must register with DCCA, Insurance Division. More information is on the DCCA website. Refer to Section 1.2, Website Reference for DCCA website address.

Providers may register with Hawaii Compliance Express (HCE) for online compliance verification from the DOTAX, IRS, DLIR, and DCCA. There is a nominal annual registration fee (currently \$12) for the service. The HCE's online "Certificate of Vendor Compliance" provides the registered provider's current

compliance status as of the issuance date, and is accepted for both contracting and final payment purposes. Refer to Section 1.2, Website Reference, for HCE's website address.

Providers not utilizing the HCE to demonstrate compliance shall provide paper certificates to the purchasing agency. All applications for applicable clearances are the responsibility of the providers. All certificates must be valid on the date it is received by the purchasing agency. The tax clearance certificate shall have an original green certified copy stamp and shall be valid for six months from the most recent approval stamp date on the certificate. The DLIR certificate is valid for six months from the date of issue. The DCCA certificate of good standing is valid for six months from date of issue.

- E. **Wages Law Compliance.** If applicable, by submitting a proposal, the applicant certifies that the applicant is in compliance with HRS §103-55, Wages, hours, and working conditions of employees of contractors performing services. Refer to Section 1.2, Website Reference for statutes and DLIR website address.
- F. **Campaign Contributions by State and County Contractors.** HRS §11-355 prohibits campaign contributions from certain State or county government contractors during the term of the contract if the contractors are paid with funds appropriated by a legislative body. Refer to Section 1.2, Website Reference for statutes and Campaign Spending Commission website address.
- G. **Confidential Information.** If an applicant believes any portion of a proposal contains information that should be withheld as confidential, the applicant shall request in writing nondisclosure of designated proprietary data to be confidential and provide justification to support confidentiality. Such data shall accompany the proposal, be clearly marked, and shall be readily separable from the proposal to facilitate eventual public inspection of the non-confidential sections of the proposal.

Note that price is not considered confidential and will not be withheld.

- H. **Proposal Submittal.** All mail-ins shall be postmarked by the United States Postal System (USPS) and received by the State purchasing agency no later than the submittal deadline indicated on the attached Proposal Mail-in and Delivery Information Sheet, or as amended. All hand deliveries shall be received by the State purchasing agency by the date and time designated on the Proposal Mail-In and Delivery Information Sheet, or as amended. Proposals shall be rejected when:
 - 1. Postmarked after the designated date; or
 - 2. Postmarked by the designated date but not received within 10 days from the submittal deadline; or
 - 3. If hand delivered, received after the designated date and time.

The number of copies required is located on the Proposal Mail-In and Delivery Information Sheet. Deliveries by private mail services such as FEDEX shall be considered hand deliveries and shall be rejected if received after the submittal deadline. Dated USPS shipping labels are not considered postmarks.

1.10 Discussions with Applicants

- A. **Prior to Submittal Deadline.** Discussions may be conducted with potential applicants to promote understanding of the purchasing agency's requirements.
- B. **After Proposal Submittal Deadline.** Discussions may be conducted with applicants whose proposals are determined to be reasonably susceptible of being selected for award, but proposals may be accepted without discussions, in accordance with HAR §3-143-403.

1.11 Opening of Proposals

Upon the state purchasing agency's receipt of a proposal at a designated location, proposals, modifications to proposals, and withdrawals of proposals shall be date-stamped, and when possible, time-stamped. All documents so received shall be held in a secure place by the state purchasing agency and not examined for evaluation purposes until the submittal deadline.

Procurement files shall be open to public inspection after a contract has been awarded and executed by all parties.

1.12 Additional Materials and Documentation

Upon request from the state purchasing agency, each applicant shall submit additional materials and documentation reasonably required by the state purchasing agency in its evaluation of the proposals.

1.13 RFP Amendments

The State reserves the right to amend this RFP at any time prior to the closing date for final revised proposals.

1.14 Final Revised Proposals

If requested, final revised proposals shall be submitted in the manner and by the date and time specified by the state purchasing agency. If a final revised proposal is not submitted, the previous submittal shall be construed as the applicant's final revised proposal. *The applicant shall submit only the section(s) of the proposal that are amended, along with the Proposal Application Identification Form (SPOH-200).* After final revised proposals are received, final evaluations will be conducted for an award.

1.15 Cancellation of Request for Proposal

The RFP may be canceled and any or all proposals may be rejected in whole or in part, when it is determined to be in the best interest of the State.

1.16 Costs for Proposal Preparation

Any costs incurred by applicants in preparing or submitting a proposal are the applicants' sole responsibility.

1.17 Provider Participation in Planning

Provider(s), awarded a contract resulting from this RFP,

are required

are not required

to participate in the purchasing agency's future development of a service delivery plan pursuant to HRS §103F-203.

Provider participation in a state purchasing agency's efforts to plan for or to purchase health and human services prior to the release of a RFP, including the sharing of information on community needs, best practices, and providers' resources, shall not disqualify providers from submitting proposals, if conducted in accordance with HAR §§3-142-202 and 3-142-203.

1.18 Rejection of Proposals

The State reserves the right to consider as acceptable only those proposals submitted in accordance with all requirements set forth in this RFP and which demonstrate an understanding of the problems involved and comply with the service specifications. Any proposal offering any other set of terms and conditions contradictory to those included in this RFP may be rejected without further notice.

A proposal may be automatically rejected for any one or more of the following reasons:

- (1) Rejection for failure to cooperate or deal in good faith. (HAR §3-141-201)
- (2) Rejection for inadequate accounting system. (HAR §3-141-202)
- (3) Late proposals (HAR §3-143-603)
- (4) Inadequate response to request for proposals (HAR §3-143-609)
- (5) Proposal not responsive (HAR §3-143-610(a)(1))
- (6) Applicant not responsible (HAR §3-143-610(a)(2))

1.19 Notice of Award

A statement of findings and decision shall be provided to each responsive and responsible applicant by mail upon completion of the evaluation of competitive purchase of service proposals.

Any agreement arising out of this solicitation is subject to the approval of the Department of the Attorney General as to form, and to all further approvals, including the approval of the Governor, required by statute, regulation, rule, order or other directive.

No work is to be undertaken by the provider(s) awarded a contract prior to the contract commencement date. The State of Hawaii is not liable for any costs incurred prior to the official starting date.

1.20 Protests

Pursuant to HRS §103F-501 and HAR Chapter 148, an applicant aggrieved by an award of a contract may file a protest. The Notice of Protest form, SPOH-801, and related forms are available on the SPO website. Refer to Section 1.2, Website Reference for website address. Only the following matters may be protested:

- (1) A state purchasing agency’s failure to follow procedures established by Chapter 103F of the Hawaii Revised Statutes;
- (2) A state purchasing agency’s failure to follow any rule established by Chapter 103F of the Hawaii Revised Statutes; and
- (3) A state purchasing agency’s failure to follow any procedure, requirement, or evaluation criterion in a request for proposals issued by the state purchasing agency.

The Notice of Protest shall be postmarked by USPS or hand delivered to 1) the head of the state purchasing agency conducting the protested procurement and 2) the procurement officer who is conducting the procurement (as indicated below) within five working days of the postmark of the Notice of Findings and Decision sent to the protestor. Delivery services other than USPS shall be considered hand deliveries and considered submitted on the date of actual receipt by the state purchasing agency.

Head of State Purchasing Agency	Procurement Officer
Name: Merton Chinen	Name: Merton Chinen
Title: Acting Executive Director	Title: Acting Executive Director
Mailing Address: 707 Richards Street, Suite 525 Honolulu, Hawaii 96813	Mailing Address: 707 Richards Street, Suite 525 Honolulu, Hawaii 96813
Business Address: Same	Business Address: Same

1.21 Availability of Funds

The award of a contract and any allowed renewal or extension thereof, is subject to allotments made by the Director of Finance, State of Hawaii, pursuant to HRS Chapter 37, and subject to the availability of State and/or Federal funds.

1.22 General and Special Conditions of Contract

The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary

1.23 Cost Principles

To promote uniform purchasing practices among state purchasing agencies procuring health and human services under HRS Chapter 103F, state purchasing agencies will utilize standard cost principles as outlined on the SPO website. Refer to Section 1.2 Website Reference for website address. Nothing in this section shall be construed to create an exemption from any cost principle arising under federal law.

Section 2

Service Specifications

Section 2

Service Specifications

2.1 Introduction

A. Overview, purpose or need

The Office of Youth Services (OYS) believes that community is where our youth belong. While community is where hurt, fear, suffering, and trauma may occur; community conversely is where caring, restoration, forgiveness, and healing emerges and is fostered. Deep connections and relationships form the foundation for community, and our state statute, "Aloha Spirit" (HRS 5-7.5), describes how we may consider to exercise the power and life force of the Aloha Spirit on behalf of Hawaii's people: "Aloha' is the essence of relationships in which each person is important to every other person for collective existence. Aloha means to hear what is not said, to see what cannot be seen and to know the unknowable." Aloha Spirit is a way of life, an attitude, a way of being, that acknowledges the following:

Akahai – meaning kindness (grace), to be expressed with tenderness;
Lokahi – meaning unity (unbroken), to be expressed with harmony;
Oluolu – meaning agreeable (gentle), to be expressed with pleasantness;
Ha'aha'a – meaning humility (empty), to be expressed with modesty;
Ahonui – meaning patience (waiting for the moment), to be expressed with perseverance.

Our youth who are experiencing a lack of Aloha are involved with our juvenile justice system and need to be nourished and connected to healthy healing families and relationships. OYS cannot do this alone; we need community to be involved in multiple ways that truly reflect the intelligence and practical applications of Aloha. We need community to surround our youth with loving, authentic, courageous, strong and compassionate people, services and programs. Kupuna, respected elders, with their wisdom, role modeling, bridge to ancestors, and Aloha presence need to be connected with our youth and families. The resulting outcomes will be youth who are thriving, at peace with themselves and others, hopeful, mindful, and of service to the community.

Aloha is a life-long commitment that supports youth at-risk and their families. It supports their strengths and abilities to be successful in their schools and communities. It brings together a wide variety of stakeholders, parents and family members to strengthen collaboration, embrace wholeness, healing, and an awareness that we are Lokahi (unbroken, unity & harmony). This realization can provide many types of *Aloha* responses that meet the unique talents, needs and abilities of the youth who need our direction and help.

The Department of Human Services (DHS), Office of Youth Services (OYS) is requesting proposals from qualified applicants to provide *The Journey* program for youth. *The Journey* is a support program utilizing a model for self-exploration through experiential learning. *The Journey* provides opportunities for youth to navigate through challenging periods of adolescence and search for meaningful pathways that will lead to a successful transition to adulthood.

The objective of this Request for Proposals (RFP) is to award funds to qualified applicants to implement *The Journey* program which is designed to promote personal growth and development to strengthen cultural identity, academic knowledge and skills, pono (balanced, right) decision-making, and the ability to contribute to one's self and family, and their communities. *The Journey* should incorporate effective cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific to developing and supporting healthy youth within the communities where the program services are to be provided.

B. Planning activities conducted in preparation for this RFP

A Request for Information was conducted via the State Procurement Office, Procurement Notices for Solicitation Website. Written comments, suggestions, and other feedback for consideration in the scope of work and RFP requirements were requested by fax, mail or email through the Request for Information process by September 30, 2015.

Information and data were also analyzed within the context of the Hawaii 2014 Juvenile Justice Reform, a study facilitated by the PEW Charitable Trusts. The working group recommended policies contained in House Bill 2490:

- ***Reduce the use of secure confinement and protect public safety*** provide certain youth adjudicated for low-level crimes with the opportunity for early interventions;
- ***Strengthen community supervision and probation practices*** to allow Hawaii to maximize the public safety return on taxpayer investments in juvenile justice; and,
- ***Sustain effective practices and cultivate stakeholder collaboration*** which allows for efficient system management and resource allocation.

As a result of the RFI process, program needs were identified, organized along the continuum of services categories of prevention, diversion, residential, and transition. Among those program need areas identified was the need for coordinated services to divert youth who have been arrested, detained, or adjudicated from further penetration into the Juvenile Justice System.

C. Description of the service goals

The OYS is looking for qualified applicants to provide *The Journey*, a self-exploration and experiential learning program that will address the unique needs and issues of our youth. Interested applicants should propose *The Journey* program and integrate the principles of *Aloha* and the guiding themes of a culturally responsive learning environment and contribute to the following objectives:

1. To design a self-exploration and experiential learning program utilizing the seven guiding themes of the NHEC (as defined in Section 2.4 Scope of Work of this RFP) to address the unique needs and to be responsive to the needs of the youth;
2. To promote personal growth and development that serve to strengthen cultural identity and values, *pono* decision-making, and the ability to contribute to one's self and family, and the community, both local and global.
3. To engage in activities and services that will promote further exploration by youth of one's cultural identity and heritage to gain a deeper sense of respect and *aloha* for self.
4. To develop and engage in mentoring opportunities with kupuna (elders) and/or makua (adult) to foster relationships and connections with others.
5. To build on and enhance community resources to provide positive learning and development opportunities for youth;
6. Deliver educational activities that immerse the youth in their heritage, cultures, landscapes, opportunities and experiences to develop educational competencies and social responsibility of youth. Activities shall include ocean-based recreational activities and practices that serve to strengthen cultural life skills and value.
7. To enhance coordination of efforts by formal and informal collaborative agreements that are established and maintained amongst public and private agencies and institutions and individuals, including schools and faith-based organizations located within and/or serving the same community

D. Description of the target population to be served

The target population for the service includes youth ages 13 to 21 years old that are court involved, or at high risk for involvement with the juvenile justice system. Priority shall be given to lower-risk adjudicated juvenile offenders referred by the Family Courts and OYS, in need of a structured community-based program. This population includes street youth, unsheltered (homeless) youth, out-of-school youth, youth involved with gangs, youth in foster care and/or residential group homes,

pregnant and parenting teens, gay, lesbian, bisexual, and transgender (GLBT) youth; and/or youth of Marshallese, Micronesian, Samoan, Hawaiian, Filipino and African-American ancestry who may be over-represented within the juvenile justice system.

OYS believes the target population described above shall have opportunities to participate in programs that are the least restrictive and maximizes contact and establishes relationships with youth who are functioning at levels that are considered to be healthy and non-deviant. There is a growing body of research and evidence indicating that grouping youth together that are experiencing similar problems and deviant behaviors may make outcomes worse. Therefore, whenever possible, OYS recommends and supports programs and services that integrates youth from diverse backgrounds and functioning levels to help offset any deviant peer contagion effect that may occur.

E. Geographic coverage of service

The request is for services to be provided statewide. The OYS reserves the right to make awards based on the uniqueness and appropriateness of the proposals in addressing prevention services statewide. Should an inadequate number of responsive and responsible proposals be submitted for a geographic area or should sufficient monies be available, OYS reserves the right to allocate additional funds to those applicants who have submitted acceptable proposals.

F. Probable funding amounts, source, and period of availability

1. Funding Period: April 1, 2016 to March 31, 2018

2. Approximate Total Amount of Funds:

For FY 2016 up to \$75,000.00

For FY 2017 up to \$75,000.00

3. The OYS anticipates funds to be awarded for one 24-month period, subject to the availability and appropriation of funds and the quality of program services. There may be a possibility for an extension of the initial award period for an additional 24 month period should funds becomes available. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

4. There will be a single award granted for \$75,000.00 per year for 2 years.

5. The OYS reserves the right to make modifications to the scope of services and in the funding amounts that it is unable to anticipate now. There may be modifications made to continue or to improve the services. Additionally, should

funding be increased or decreased, the OYS reserves the right to add in additional funds or decrease funds at its discretion.

2.2 CONTRACT MONITORING AND EVALUATION

The criteria by which the performance of the contract will be monitored and evaluated are:

- (1) Performance/Outcome Measures
- (2) Output Measures
- (3) Quality of Care/Quality of Services
- (4) Financial Management
- (5) Administrative Requirements

2.3 GENERAL REQUIREMENTS

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

The applicant shall comply with the Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201, which can be found on the SPO website (see Section 5, POS Proposal Checklist, for the website address).

The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary.

The applicant shall maintain insurance acceptable to the State in full force and effect throughout the term of this contract, until the State certifies that the applicant's work has been completed satisfactorily. The policy or policies of insurance maintained by the Contractor shall provide the following limit(s) and coverage:

Type of Coverage

Limits

**Commercial
General Liability
(occurrence form)**

\$2,000,000 combined single limit per occurrence for bodily injury and property damage

Automobile

Bodily injury
\$1,000,000.00/person

\$1,000,000.00/occurrence
Property damage

	\$1,000,000.00/accident
Professional Liability (if applicable)	\$1,000,000.00/claim \$2,000,000.00/annual aggregate

Each insurance policy required by this contract shall contain the following clauses:

1. *“The State of Hawaii is added as an additional insured with respect to operations performed for the State of Hawaii.”*
2. *“It is agreed that any insurance maintained by the State of Hawaii shall apply in excess of, and not contribute with, insurance provided by this policy.”*

Each insurance policy shall be written by insurance companies licensed to do business in the State or meet Section 431:8-301, HRS, if utilizing an insurance company not licensed by the State of Hawaii.

Automobile liability insurance shall include excess coverage for the applicant's employees who use their own vehicles in the course of their employment.

The applicant agrees to deposit with the State of Hawaii, on or before the effective date of this contract, certificate(s) of insurance necessary to satisfy the State that the insurance provisions of this contract have been complied with and to keep such insurance in effect and the certificate(s) therefore on deposit with the State during the entire term of this contract. Upon request by the State, the applicant shall furnish a copy of the policy or policies.

The applicant shall immediately provide written notice to the contracting department or agency should any of the insurance policies be cancelled, limited in scope, or not be renewed upon expiration.

Failure of the applicant to provide and keep in force such insurance shall be regarded as material default under this contract, entitling the State to exercise any or all of the remedies provided in this contract for a default of the applicant.

The procuring of such required policy or policies of insurance shall not be construed to limit the applicant's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, the applicant shall be obliged for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

If the applicant is authorized by the Office of Youth Services to subcontract, subcontractor(s) is not excused from the indemnification and/or insurance provisions of this contract. In order to indemnify the State, the Contractor agrees to

require its subcontractor(s) to obtain insurance in accordance with the insurance provisions of this contract

B. Secondary purchaser participation

(Refer to HAR §3-143-608)

After-the-fact secondary purchases will not be allowed.

Planned secondary purchases

None

C. Multiple or alternate proposals

(Refer to HAR §3-143-605)

Allowed Unallowed

D. Single or multiple contracts to be awarded

(Refer to HAR §3-143-206)

Single Multiple Single & Multiple

Criteria for multiple awards: N/A

E. Single or multi-term contracts to be awarded

(Refer to HAR §3-149-302)

Single term (2 years or less) Multi-term (more than 2 years)

Contract terms:

Contract terms: The initial term of the contract shall commence on or after April 1, 2016 and continue through March 31, 2018. Services are not to begin until a Notice to Proceed has been issued by the OYS. There may be a possibility for extension of the initial award period for an additional 24-month period should funds become available and appropriated. The maximum length of the contract shall be forty-eight months. The conditions for extension must be in writing and any extension must be executed prior to the expiration of the initial term of the contract and any subsequent extension. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

F. RFP Contact Person

The individual listed below is the sole point of contact from the date of release of this RFP until the selection of the successful provider(s). Written questions should be submitted to the RFP contact person and received by the day and time specified in Section 1, paragraph I (Procurement Timetable) of this RFP.

Edralyn Caberto
Office of Youth Services
707 Richards Street, Suite 525
Honolulu, Hawaii 96813
Phone: 587-5725
Fax: 587-5734
E-Mail: ecaberto2@dhs.hawaii.gov

2.4 SCOPE OF WORK

The scope of work encompasses the following tasks and responsibilities:

A. Service Goals

1. To design a self-exploration and experiential learning program utilizing the seven guiding themes of the NHEC (as defined in Section 2.4 Scope of Work of this RFP) to address the unique needs and to be responsive to the needs of the youth;
2. To promote personal growth and development that serve to strengthen cultural identity and values, pono decision-making, and the ability to contribute to one's self and family, and the community, both local and global.
3. To engage in activities and services that will promote further exploration by youth of one's cultural identity and heritage to gain a deeper sense of respect and aloha for self.
4. To develop and engage in mentoring opportunities with kupuna (elders) and/or makua (adult) to foster relationships and connections with others.
5. To build on and enhance community resources to provide positive learning and development opportunities for youth;
6. Deliver educational activities that immerse the youth in their heritage, cultures, landscapes, opportunities and experiences to develop educational competencies and social responsibility of youth. Activities shall include ocean-based recreational activities and practices that serve to strengthen cultural life skills and value.
7. To enhance coordination of efforts by formal and informal collaborative agreements that are established and maintained amongst public and private agencies and institutions and individuals, including schools and faith-based organizations located within and/or serving the same community.

B. Expected Outcomes

1. To enhance family relationships
2. To increase relationships with peers and other adults
3. To reduce risky behaviors
4. To increase connectedness with community
5. To increase cultural awareness and appreciation

C. **Service Activities**

(Minimum and/or mandatory tasks and responsibilities)

The Native Hawaiian Education Council (NHEC) has developed seven guiding themes for culturally responsive learning environments and is being adopted by the OYS as a framework for addressing youth issues to ensure youth have the opportunity to develop social, emotional, cognitive, behavioral and moral competencies and resiliency to enable them to achieve a successful transition to young adulthood:

1. *'Ike Pilina* (Value of Relationship) enriching relationships between youth, family, people, places and things that influence their lives through experiences, their ancestors, culture, and traditions.
2. *'Ike MauiLāhui* (Value of Cultural Identity) strengthening and sustaining cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions and values.
3. *'Ike Kuana 'Ike* (Value of Cultural Perspective) increasing global understanding by broadening the views and vantage points that promotes contributions to local and global communities.
4. *'Ike Na'auao* (Value of Intellect) instilling and fostering a lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders.
5. *'Ike Ho'okō* (Value of Applied Achievement) developing multiple cultural pathways for achieving success in pursuing learning excellence.
6. *'Ike Piko'u* (Value of Personal Identity) promoting personal growth, development and self-worth to support a greater sense of belonging, compassion and service toward one's self, family and community.
7. *'Ike Honua* (Value of Place) developing a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come

The OYS is looking for qualified applicants to provide *The Journey*, a self-exploration and experiential learning program designed to promote personal growth and development. Services should incorporate the principles of *Aloha* and the seven guiding themes, cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific

to developing and supporting healthy youth and their families within the communities where the program services are to be.

Priority will be given to applicants who integrate *The Journey* program with these principles and guiding themes for culturally responsive programs and activities. The premise is that all youth are valuable and worthwhile and should be supported to reach their full potential. The focus should be on youth in the context of families and specific communities; therefore, services provided should:

1. Enrich relationships between youth, family, people places and things that influence their lives through experiences, their ancestors, culture and traditions;
2. Strengthen and sustain cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions, and values;
3. Involve young people in their communities to increase their understanding of their role by broadening their views and vantage points that promote contribution and social responsibility to local and global communities ;
4. Involve the community in expanding life options for youth by instilling and fostering lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders;
5. Provide youth development activities that enhance self-esteem and promote personal growth and development to support a greater sense of belonging, compassion and service towards one's self, family and community; and
6. Develop a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

Additionally, a trauma-informed care approach shall be incorporated in the service delivery for youth at-risk. Studies have indicated the high prevalence of histories of trauma among youth who are placed in out-of-home care and/or involved with the juvenile justice system. It is estimated that between 75-93 percent of youth entering the juvenile justice system annually have experienced some degree of traumatic victimization. It is vital that intervention services addressing youth problem behaviors be designed to work effectively with youth with histories of trauma, recognizing the presence of trauma symptoms and acknowledging the role that trauma has played in their coping behaviors.

The applicant shall directly or through subcontracts provide programs, services and activities that reflect the principles of *Aloha*, the seven guiding themes for

culturally responsive project-based programs and activities that promote personal growth and development to strengthen cultural identity, academic knowledge and skills, *pono* decision-making, and the ability to contribute to one's self and family, and their communities.

1. Specific Program Activities

a. The Journey Program

- 1) *Self-Exploration*. Utilize cooperative learning and experiential design that will allow youth an opportunity to explore and examine the social and emotional demands of adolescence and developing positive coping skills to overcome challenges of growing up. Specifically, the applicant shall design a self-exploration weekend retreat, or weeklong workshops, or a combination of both kinds of learning environment that provides challenges and opportunities for learning:
 - a) Discovering the essence and uniqueness of “who am I”;
 - b) Life mapping of the past and designing a path for the future;
 - c) Walking through the “labyrinth” of life-the road of trials and obstacles;
 - d) Discovering strengths and gifts to help the youth overcome trials and hardships in life;
 - e) Mask-making; and
 - f) Celebrating and honoring growth and transformation of self.

- 2) *Legacy Workshops*. Family strengthening component utilizing cooperative learning and experiential model for parents that focus on increasing communication skills between parent and child. This approach shall include parents or a significant adult of the child to establish a positive and nurturing relationship. The central themes include:
 - a) The gift of experience-family history or genealogy;
 - b) Our Heritage-creating a living history of growing up years, challenges faced as a youth, of wonder “What if”, and passage to adulthood;
 - c) Reflection of wonder, “what if”;
 - d) Passage to adulthood;
 - e) Strengthening ‘Ohana” relationships-family activities that will allow families to bond and establish closer, positive and a more nurturing relationship.

- 3) *Bridging the Gap*. A transition program for youth and their parents designed to focus on the adventure of personal growth and self-

discovery and bridging the two generations together to enhance their relationship with each other.

b. Recruitment and selection of program participants

- 1) Establish a collaborative and integrated approach with the Family Courts statewide and the juvenile justice system for referral of youth into *The Journey*.
- 2) Accept youth into the program, recording relevant (demographic) information for data collection, tracking and follow up support purposes.
- 3) Determine appropriateness of the program for the youth who may be referred to the program.
- 4) Assess youth and family strengths, competencies, and needs to determine and plan appropriate program activities.
- 5) Assist youth in identifying goals and objectives and develop milestones, activities and methods to assist youth achieve established goals.
- 6) Advocate on the youth or family's behalf to secure resources necessary to achieve their goals.

c. Provide responsive services, activities, and programs

Specifically address the areas of social well-being, knowledge, reasoning and creativity, and social responsibility through activity types described below:

- 1) **Personal and Social Competence** activities that will allow youth to be able to problem-solve, cope and develop critical thinking skills to overcome crisis and challenges in day to day life. In addition, activities that will enhance and foster behaviors such as compassion, forgiveness and other positive emotions and behavior that will lead to healthy and productive lives.
- 2) **Family Strengthening** activities that allow youth and families to engage with each other to strengthen their relationship and bond and increase their love for one another.
- 3) **Youth Leadership** activities that allow youth to experience leadership, group dynamics and problem solving opportunities such as

youth advisory boards, youth council, and youth representatives on community collaboration efforts.

- 4) **Community Service and Service Learning** programs to engage youth and provide them with significant roles in planning and implementing activities, as well as opportunities to contribute to the organization and the community.
- 5) **Mentoring and Intergenerational** programs that provide youth with opportunities to be involved with adults in meaningful interactions and quality relationships that are consistent and that provide approval for pro-social behaviors and sanctions for antisocial behaviors.

D. Management Requirements (Minimum and/or mandatory requirements)

1. Personnel

- a. The Applicant shall maintain a plan for recruitment and retention of staff, and maintain staffing level ratios that specifically addresses handling of vacancies and absences.
- b. The Applicant shall detail the Applicant's staff pre-service and in-service training plan with scheduled completion dates and training topics. The training plan shall identify who will provide training and their qualifications.
- c. The Applicant shall ensure that employees do not have a criminal history or background that poses a risk to youth. The Applicant shall conduct employment and reference checks on all employment Applicants. In addition, prior to providing direct services to youth, criminal history record checks (State and FBI Criminal History Check, Sex Offender Registry, and the Child Abuse and Neglect Registry Clearance) shall be conducted, as allowed by statutes or rules, for any person who is employed or volunteers in an position that necessitates close proximity to children or adolescents. Documentation of criminal history record checks shall be maintained in the employee or volunteer's personnel file and shall be available for review. Criminal history record checks, except for the FBI fingerprint check, shall be conducted annually.
- d. The Applicant shall develop policies that describe the grounds and circumstances for denial of employment or termination of current employees who have been found to have convictions or pending charges upon completion of any criminal history check or other investigation.

- e. The program staff shall have appropriate qualifications and necessary training to provide the proposed services and activities and demonstrate knowledge, capacity, skills and experience in working with the target population, and be knowledgeable of positive youth development philosophy and strategies.
- f. The Applicant shall have written personnel policies covering selection of staff, salaries, fringe benefits, leaves, job descriptions, and minimum qualifications of each position. Staff salaries shall be sufficiently competitive to recruit and retain qualified staff.

2. Administrative

- a. The Applicant is required to meet with the State upon execution of the contract to discuss all aspects of the program.
- b. The Applicant is required to maintain detailed records of youth, program activities, and personnel in addition to maintaining an accounting system and financial records to accurately account for funds awarded. Funds shall be budgeted and expended in accordance with applicable State and/or Federal cost principles.
- c. The Applicant shall also be required to comply with applicable provisions and mandates of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The HIPAA regulates how individually identifiable health (medical and mental health) information is handled to ensure confidentiality.
- d. The OYS reserves the right to make modifications to the scope of the services and in the funding amounts that it is currently unable to anticipate. There may be unique circumstances, not limited to directives and decrees from State and Federal agencies that require these modifications be made to continue or improve services. Additionally should funding be increased or decreased, the OYS reserves the right to add in additional or decrease funds at its discretion.
- e. The Applicant shall not utilize youth for any agency solicitation or political campaign purposes.
- f. The Applicant may not charge youth and/or their families more than a token amount for program services.
- g. Subcontracting arrangements may be allowed if the Applicant is unable to provide components of the requested services directly.

All subcontracts must follow the pricing structure and all other requirements of this RFP.

- h. Memoranda of Agreements and working agreements with other agencies for services resulting from awards and contracts of this RFP shall be submitted to the OYS for review for appropriateness and relevancy.
- i. The successful Applicant will be required to enter into a formal written Contract with the Office of Youth Services in accordance with the laws, rules and regulations of the State of Hawaii. The RFP and Applicant's proposal shall be incorporated in the Contract by reference.
- j. The stated requirements appearing elsewhere in this RFP shall become part of the terms and conditions of the resulting Contract. Any deviations thereof must be specifically defined by the Applicant in its proposal which, if successful, will become part of the Contract.
- k. The funds available for this project are limited. The OYS reserves the rights to contract for only those services which appear to be in the best interests of the OYS.
- l. Upon award, the OYS will forward the formal Contract to the successful Applicant for execution. The Contract shall be signed by the successful Applicant and returned, together with required insurance documents (including indemnification), and other supporting documents, within ten (10) calendar days after receipt by the Applicant, or within such further time as the Executive Director may allow.
- m. No such Contract shall be binding upon the OYS until the Contract has been fully and properly executed by all the parties thereto and the State Comptroller has, in accordance with Section 103-39, Hawaii Revised Statutes, endorsed thereon his certificate that there is an appropriation or balance of an appropriation over and above all outstanding contracts, sufficient to cover the amount required by the Contract during the fiscal year. Further, the Contract shall not be considered to be fully executed until the Department of the Attorney General of the State of Hawaii has approved the Contract as to form.

- n. The OYS reserves the right to cancel the Contract without cause and to request new proposals for the work.
- o. No Supplementary Agreement shall be binding upon the OYS until the Agreement has been fully and properly executed by all parties thereto prior to the start date of Agreement. The PROVIDER shall not provide any services until the Agreement is fully and properly executed and a Notice to Proceed has been issued.
- p. Any work performed by the successful Applicant prior to receipt of a Notice to Proceed shall be at the Applicant's own risk and expense. The State of Hawaii and the OYS are not and will not be liable for any work, contract costs, expenses, loss of profits or damages whatsoever incurred by the successful Applicant prior to the receipt of a Notice to Proceed.
- q. The Provider is responsible to purchase or lease, with available funding, all the necessary supplies and equipment needed to perform the services. Prior approval must be obtained from the OYS for the initial purchase of equipment, furniture, supplies, etc. which are required for this Contract. Subsequent purchases of equipment above \$250 (that has a useful life of more than one year) shall require prior approval.

3. Quality assurance and evaluation specifications

- a. All contracts shall be monitored by the OYS in accordance with requirements set forth by Chapter 103F, Hawaii Revised Statutes. Contract monitoring shall include but may not be limited to:
 - 1) The review of amendments and approvals, deemed appropriate by the OYS, of the contract's program items, especially the outcomes plan, the performance targets and milestones, the assurance of collaboration, quarterly program reports, and other documents submitted to the OYS.
 - 2) Periodic site visits, scheduled and unscheduled, with comprehensive written evaluation of the major program service areas, such as:
 - i. Staff qualification, organization, and effectiveness.
 - ii. Outcomes planning, implementation, and evaluation.
 - iii. Collaboration (Informal and formal agreements and subcontracts).
 - iv. File maintenance and record keeping.

- v. Facility accessibility, suitability, and safety.
- vi. Transportation and other liability issues.
- vii. Consumer satisfaction.

3) The Applicant shall allow the OYS access to all materials, files, and documents relating to the provision of services. In addition, the OYS may, at its discretion, observe individual, group, and educational sessions conducted by the Applicant.

b. The Applicant must maintain for the term of the contract the system of evaluation developed by the OYS, including the use of evaluation tools and reporting forms. In addition, the Applicant must take corrective actions the OYS deems necessary in light of the evaluation data.

2. **Output and performance/outcome measurements**

The Applicant shall submit a Performance Plan utilizing the outcomes framework, through the completion of OYS Form 4-1 which is attached to this RFP. To assist the Applicant in completing Form 4-1, A Crash Course in the Outcomes Framework (August 2003) is also attached.

a. An **Outcomes Framework** (outcomes, performance targets, and milestones) will be used for monitoring and results reporting. The Outcomes Framework (OF) for this service will focus on specific achievements and specific changes in youth and family conditions, skills, attitudes, and/or behaviors.

1. ***Performance targets describe the anticipated change in program participants*** that occurs as a consequence of the service provided. The performance target ***does not*** reflect the actions or behaviors of the agency or the staff in the delivery of the program services. In response to the RFP, applicants must propose and commit to performance targets directly related to the initiatives described in this RFP.

2. ***Milestones describe the sequential actions made by the program participants to indicate they are successfully progressing toward achieving the performance target.*** Applicants should identify the milestones that will most effectively communicate (track and report) the success of program participants and at the same time can be efficiently documented on an ongoing basis.

3) The successful achievement of milestones and performance targets should be verifiable by direct and indirect measures,

observable events or behaviors, or indicators identified by the applicant.

b. Within this OF, applicants must:

- 1) Base program activities on an assessment of objective data about the relevant risk and protective factors for the target population and communities the applicants propose to service.
- 2) Design and implement programs and activities for youth based on research or evaluation that provides evidence that the programs used impact knowledge, behavior and/or competencies of the youth involved or contribute to preventing/reducing risk factors and establishing/ strengthening protective factors related to healthy youth development.
- 3) Commit to the performance targets finalized with the OYS as part of the applicants' contractual responsibility and track and report progress through a standard outcomes reporting format and meet periodically with the OYS to review progress and results and to make necessary modifications and corrections.
- 4) Evaluate programs to assess programs' ability to impact elements of youth development and the desired outcomes. Applicants must also assess progress toward achieving the proposed outcomes, performance targets, and milestones. Furthermore, such evaluation shall be used to improve and strengthen the programs, to revise timelines, to refine the performance targets and milestones, and to make informed decisions regarding future program directions.
- 5) Use appropriate computer hardware and Microsoft software to record, monitor, and report various data.

c. Applicants should propose up to three (3) performance targets, including numeric projections of achievement as the number of or percent of program participants that will demonstrate an increase or reduction related to achievements made as a result of program participation.

d. In order to facilitate the implementation of the OF and enhanced services, the OYS will:

- 1) Provide technical assistance in developing and refining outcomes, performance targets, and milestones during the term of the contract.

2) Provide technical assistance in using hardware and software to evaluate the progress of the programs.

3. Experience

Applicants shall have a minimum of three (3) years' experience designing, implementing, managing, and/or evaluating youth development programs or conducting activities related to those proposed in response to this RFP.

4. Coordination of services

Funded programs shall coordinate with related Federal, State, school, and community efforts and resources to foster interactions and environments that promote positive youth development and healthy behaviors for youth.

5. Reporting requirements for program and fiscal data

Contracts are programmatically and fiscally monitored by the OYS. Monitoring includes the review of program reports and services; budgets and revisions (as approved by the OYS); invoices and expenditure reports; and any issues applicable to services provided. Monitoring will take place at a variety of locations including the Applicant's administrative office and the site(s) of service delivery.

Timely program reports as specified by the OYS will be due quarterly and at the end of each budget period.

A monthly invoice for operational costs shall be prepared and submitted to the OYS by the 10th of each month in accordance with the agreed upon Compensation and Payment Schedule. Additionally, the PROVIDER shall submit a final invoice upon termination of the contract.

D. Facilities

Applicants shall assure the adequacy of the facilities that will be used to conduct the proposed service to ensure the safety and well-being of the target population and conformance with Americans with Disabilities Act building requirements.

2.5 COMPENSATION AND METHOD OF PAYMENT

Cost Reimbursement

The OYS shall consider cost proposals on a cost reimbursement pricing structure. The cost reimbursement pricing structure reflects a purchase arrangement in which the purchasing agency pays the provider for budgeted agreed-upon costs that are actually incurred in delivering the services specified in the contract, up to a stated maximum obligation.

Payments shall be made monthly upon submission of an original invoice reflecting the cost of services provided during a specific month.

All budget forms, instructions and samples are located on the SPO website (see the Proposal Application Checklist in Section 5 for website address). The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205 Budget
SPO-H-206A Personnel - Salaries & Wages
SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
SPO-H-206C Travel - Inter-Island*
SPO-H-206D Travel - Out-of-State*
SPO-H-206E Contractual Services-Administration
SPO-H-206F Contractual Services-Subcontracts
SPO-H-206G Depreciation
SPO-H-206H Program Activities
SPO-H-206I Equipment Purchases*
SPO-H-206J Motor Vehicle

*Expenditures require justification and prior approval.

If any one of the above forms is not applicable, please note as "N/A" on the for

Section 3

Proposal Application Instructions

Section 3

Proposal Application Instructions

General instructions for completing applications:

- *Proposal Applications shall be submitted to the state purchasing agency using the prescribed format outlined in this section.*
- *The numerical outline for the application, the titles/subtitles, and the applicant organization and RFP identification information on the top right hand corner of each page should be retained. The instructions for each section however may be omitted.*
- *Page numbering of the Proposal Application should be consecutive, beginning with page one and continuing through for each section. See sample table of contents in Section 5.*
- *Proposals may be submitted in a three ring binder (Optional).*
- *Tabbing of sections (Recommended).*
- *Applicants must also include a Table of Contents with the Proposal Application. A sample format is reflected in Section 5, Attachment B of this RFP.*
- *A written response is required for **each** item unless indicated otherwise. Failure to answer any of the items will impact upon an applicant's score.*
- *Applicants are **strongly** encouraged to review evaluation criteria in Section 4, Proposal Evaluation when completing the proposal.*
- *This form (SPOH-200A) is available on the SPO website (Refer to Section 1.2 Website Reference). However, the form will not include items specific to each RFP. If using the website form, the applicant must include all items listed in this section.*

The Proposal Application is comprised of the following sections:

- *Proposal Application Identification Form*
- *Table of Contents*
- *Program Overview*
- *Experience and Capability*
- *Project Organization and Staffing*
- *Service Delivery*
- *Financial*
- *Other*

3.1 PROGRAM OVERVIEW (Not to exceed 2 pages)

Applicant shall give a brief overview to orient evaluators as to the program/services being offered.

3.2 EXPERIENCE AND CAPABILITY (Not to exceed 5 pages)

A. Necessary Skills

The Applicant shall demonstrate that it has the necessary skills, abilities, knowledge and training relating to the delivery of the proposed services. If the Applicant intends to use subcontractors, subcontractors experience shall also be included.

B. Experience

The Applicant shall demonstrate the minimum number of years of experience in providing services requested in the RFP, in addition to providing a description of current projects/contracts pertinent to the proposed services (previous projects/contracts may be considered if relevant). The Applicant shall include points of contact, addresses, e-mail/phone numbers. The State reserves the right to contact references to verify experience. If the Applicant intends to use subcontractors, the experience of the identified subcontractors must also be included.

C. Quality Assurance and Evaluation

The Applicant shall describe its own plans for quality assurance and evaluation for the proposed services, including methodology. The quality assurance plan shall indicate how the applicant will monitor compliance with the terms of the agreement and adherence to internal policies and procedures, and shall include how corrective action will occur. The evaluation plan shall address the effectiveness of program delivery (process evaluation).

D. Coordination of Services

The Applicant shall demonstrate the capability to coordinate services with other agencies and resources in the community.

If the Applicant intends to use subcontractors, draft Memorandums of Agreement shall be included in the proposal.

E. Facilities

The applicant shall provide a description of its facilities and demonstrate its adequacy in relation to the proposed services. If facilities are not presently available, describe plans to secure facilities. Also describe how the facilities meet

ADA requirements, as applicable, and the special equipment that may be required for the services.

3.3 PROJECT ORGANIZATION AND STAFFING (Not to exceed 3 pages)

A. Staffing

1. Proposed Staffing

The applicant shall describe the proposed staffing pattern, client/staff ratio and proposed caseload capacity appropriate for the viability of the services. (Refer to the personnel requirements in Section 2, Service Specifications, as applicable.)

2. Staff Qualifications

The Applicant shall provide the minimum qualifications (including experience) for staff assigned to the program. Attach position descriptions and resumes for the Applicant's administrative staff (director, deputy, chief financial position, program administrator, etc.) in addition to position descriptions for the proposed program staff. (Refer to the qualifications in the Service Specifications, as applicable.)

B. Project Organization

1. Supervision and Training

The applicant shall describe its ability to supervise, train and provide administrative direction relative to the delivery of the proposed services.

2. Organization Chart

The applicant shall reflect the position of each staff and line of responsibility/supervision. (Include position title, name and full time equivalency) Both the "Organization-wide" and "Program" organization charts shall be attached to the Proposal Application.

3.4 SERVICE DELIVERY (Not to exceed 20 pages)

Applicant shall include a detailed discussion of the applicant's approach to applicable service activities and management requirements from Section 2.4, Scope of Work, including (if indicated) a work plan of all service activities and tasks to be completed, related work assignments/responsibilities and timelines/schedules.

The discussion of the proposed service delivery shall include:

- A brief summary of the organization’s philosophy and service framework and describe how the framework reflects/ relates to the OYS philosophy regarding the delivery of services for youth.
- A work plan of all activities and tasks to be completed, related work assignments, responsibilities, and service plan that clearly articulates the overall service flow from program entry to program completion, as appropriate.
- A timeline / schedule of steps to be taken in planning and implementing the required services and related activities.
- Details of how the proposed work plan and service activities are consistent with the outcomes and objectives, service framework, principles of program delivery and characteristics of effective programs.

The description shall also include adequate information to address and/or identify the following, as appropriate:

- Curriculum that will be used for the program delivery;
- The target behavior that the program activity will change;
- The measure/s the applicant will use to determine change of behaviors, attitudes, and/or skills of program participants; and/or
- The arrangements for evaluation to assess the program effectiveness and impact on the target population.

Applicants should refer to Section 2.4, Scope of Work, for additional requirements and details to include in proposals specific to the service requested.

3.5 Financial

A. Pricing Structure

Applicant shall submit a cost proposal utilizing the pricing structure designated by the state purchasing agency. The cost proposal shall be attached to the Proposal Application.

All budget forms, instructions and samples are located on the SPO website. Refer to Section 1.2, Websites References for website address. The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205	Budget
SPO-H-206A	Personnel - Salaries & Wages
SPO-H-206B	Personnel - Payroll Taxes and Fringe Benefits
SPO-H-206C	Travel - Inter-Island

SPO-H-206D	Travel - Out-of-State*
SPO-H-206E	Contractual Services-Administration
SPO-H-206F	Contractual Services-Subcontracts
SPO-H-206G	Depreciation
SPO-H-206H	Program Activities
SPO-H-206J	Motor Vehicle

B. Other Financial Related Materials

1. Accounting System

In order to determine the adequacy of the Applicant's accounting system as described under the administrative rules, the following documents are requested as part of the Proposal:

- a. Latest Single Audit Report of Financial Audit.
- b. Cost Allocation Plan, which demonstrates Applicant's expenditures are allocated based on a plan that is reasonable, appropriate, and lawful.

2. Accounting Personnel

- a. Applicant must state which staff positions are responsible for maintaining accounting records and fiscal reporting and approximately the number of hours a week that are devoted to this function.
- b. Applicant shall describe what accounting qualifications are required for each of these positions if not detailed in the submitted Section III: Personnel: Project Organization and Staffing.
- c. Applicant shall state which staff positions will be responsible for filing timely expenditure reports and invoices required by this RFP.

3.6 OTHER

A. Litigation

The applicant shall disclose and explain any pending litigation to which they are a party, including the disclosure of any outstanding judgment.

Section 4

Proposal Evaluation

Section 4

Proposal Evaluation

4.1 Introduction

The evaluation of proposals received in response to the RFP will be conducted comprehensively, fairly and impartially. Structural, quantitative scoring techniques will be utilized to maximize the objectivity of the evaluation.

4.2 Evaluation Process

The procurement officer or an evaluation committee of designated reviewers selected by the head of the state purchasing agency or procurement officer shall review and evaluate proposals. When an evaluation committee is utilized, the committee will be comprised of individuals with experience in, knowledge of, and program responsibility for program service and financing.

The evaluation will be conducted in three phases as follows:

- Phase 1 - Evaluation of Proposal Requirements
- Phase 2 - Evaluation of Proposal Application
- Phase 3 - Recommendation for Award

Evaluation Categories and Thresholds

<u>Evaluation Categories</u>	<u>Possible Points</u>
<i>Administrative Requirements</i>	N/A
<i>Proposal Application</i>	100 Points
Program Overview	0 points
Experience and Capability	20 points
Project Organization and Staffing	15 points
Service Delivery	55 points
Financial	10 Points
TOTAL POSSIBLE POINTS	100 Points

4.3 Evaluation Criteria

A. Phase 1 - Evaluation of Proposal Requirements

1. Administrative Requirements

- a. Application Checklist
- i. Certificate of Vendor Compliance

NOTE: if Applicant has not registered with Hawaii Compliance Express, the Applicant must provide a Tax Clearance Certificate and a Certificate of Good Standing

2. Proposal Application Requirements

- Proposal Application Identification Form (Form SPOH-200)
- Table of Contents
- Program Overview
- Experience and Capability
- Project Organization and Staffing
- Service Delivery
- Financial (All required forms and documents)
- Program Specific Requirements (as applicable)

**B. Phase 2 - Evaluation of Proposal Application
(100 Points)**

Ensure that each section is answered completely and thoroughly. Each section shall be scored individually and separately from another section. Applicants are responsible to place the appropriate information in each section to be scored.

The RFP Review Committee shall use the scale in the table below to rate each section from the RFP from “Not Addressed” to “Excellent”. The percentage for the rate level will be multiplied by the maximum number of points for that item. For example, if an item is worth 6 points and the reviewer rated it as a “3 Satisfactory”, the score for that item would be 3.6 (60% (.06) x 6 = 3.6)

0	1 (20%)	2 (40%)	3 (60%)	4 (80%)	5 (100%)
Not addressed	Unsatisfactory	Somewhat satisfactory	Satisfactory	More than satisfactory	Very satisfactory

Rating scale definitions:

Not Addressed: The required information was not present in the proposal.

Unsatisfactory: A major item was not addressed or was addressed incorrectly, or was addressed in the wrong category.

Somewhat Satisfactory: A somewhat adequate response was presented. Applicant appears to have restated the requirements in the RFP.

Satisfactory: All major items were addressed. Applicant provided an adequate response.

More than satisfactory: Applicant provided a strong response that was more than adequate, all major items were addressed.

Very satisfactory: Applicant thoroughly addressed all items in an exceptionally clear, concise, or original manner.

Program Overview: No points are assigned to Program Overview. The intent is to give the Applicant an opportunity orient evaluators as to the service(s) being offered in response to the Request for Proposals. The Applicant shall highlight the agency's mission and vision and the goals and objective of the proposed service activity relative to the assessed needs and available resources of the target population and geographic region identified for the service delivery.

1. Experience and Capability (20 Points)

The State will evaluate the applicant's experience and capability relevant to the proposal contract, which shall include:

- A. Necessary Skills** **3**
 - Demonstrated skills, abilities, and knowledge relating to the delivery of the proposed services.
 - Demonstrated skills, abilities and capacity to deliver proposed services in the identified geographic region for the target population.

- B. Experience** **5**
 - Demonstrate minimum three (3) years experience delivering services related to request for services.
 - Demonstrate experience successfully delivering services for the target population. Document evidence such as awards, certificates, and outcomes.

- C. Quality Assurance and Evaluation** **4**
 - Sufficiency of quality assurance and corrective action, including methodology.
 - Sufficiency of evaluation plans to assess program implementation, fidelity to program model, and youth participation and success in the service program.

- D. Coordination of Services** **3**
 - Demonstrated capability to coordinate services with other agencies and resources in the community. Past Memorandum of Agreements/Understanding, letters document this ability.

- E. Facilities** **5**
 - Adequacy of facilities relative to the proposed services.
 - Facilities meet ADA requirements, as applicable.

2. *Project Organization and Staffing (15 Points)*

The State will evaluate the applicant's overall staffing approach to the service that shall include:

A. *Staffing*

- Proposed Staffing: That the proposed staffing pattern, client/staff ratio, and proposed caseload capacity is reasonable to insure viability of the services. 4
- Staff Qualifications: Minimum qualifications (including experience) for staff assigned to the program. 4
- Proposal includes resumes of key staff that list experience with related or similar services and target population.

B. *Project Organization*

- Supervision and Training: Demonstrated ability to supervise, train and provide administrative direction to staff relative to the delivery of the proposed services. 4
- Organization Chart: Approach and rationale for the structure, functions, and staffing of the proposed organization for the overall service activity and tasks. 3
-

3. *Service Delivery (55 Points)*

Evaluation criteria for this section will assess the applicant's approach to the service activities and management requirements outlined in the Proposal Application Instructions and **Section 4 Scope of Work** of the RFP. It is recommended that applicants review the evaluation criteria for the service delivery section of the specific service they are proposing to deliver.

- Service activity or activities supports the service goals and expected outcomes and contributes to the objectives outlined in the description of the goals of the service. 5
- The engagement of and planned service activity for the target population is described and appropriate. 4
- The Applicant fully describes the details of the service activity to ensure the service activity is consistent with the required service framework and principles for effective program delivery. 10

- Service activity or activities includes the components of effective prevention strategies and is age-, gender-, developmentally-, and culturally appropriate for the target population and responsive to the target population. 6
- Performance measures (targets and milestones) have been established for youth participants. 3
- Sample curriculum and materials provide evidence the planned activity and service delivery are based on effective practices. 4
- The work plan for the major service activity or activities and tasks is logical and includes clarity in work assignments and responsibilities and realistic timelines and schedules, as applicable. 8
- The program design includes plans to assess the impact of the services and the process for modifying the program design based on the assessment. 5
- The services are incorporated into the range of services provided by the agency and other community resources to ensure coordination and youth access to a broad continuum of services. 5

4. Financial (10 Points)

- Cost proposal and required support documentation and justification included. 1
- Personnel costs are reasonable and comparable to similar positions in the community. 2
- Non-personnel costs are reasonable and adequately justified. 1
- Proposed budget fully supports the service activity and requirements of the RFP. 3
- Adequacy of accounting system (evidence of valid tax clearance, recent audit, and cost allocation plan). 1
- Positions and personnel responsible for fiscal operations and reporting identified and qualified. 1
- Staff responsible for maintaining accounting records and filing required expenditure reports identified. 1

B. Phase 3 - Recommendation for Award

Each notice of award shall contain a statement of findings and decision for the award or non-award of the contract to each applicant.

Section 5

Attachments

- A. Proposal Application Checklist
- B. Sample Table of Contents
- C. Performance Plan, OYS Form 4-1
- D. A Crash Course on the Outcomes Framework

Proposal Application Checklist

Applicant: _____ RFP No.: _____

The applicant's proposal must contain the following components in the order shown below. Return this checklist to the purchasing agency as part of the Proposal Application. SPOH forms are on the SPO website.

Item	Reference in RFP	Format/Instructions Provided	Required by Purchasing Agency	Applicant to place "X" for items included in Proposal
General:				
Proposal Application Identification Form (SPOH-200)	Section 1, RFP	SPO Website*	X	
Proposal Application Checklist	Section 1, RFP	Attachment A	X	
Table of Contents	Section 5, RFP	Section 5, RFP	X	
Proposal Application (SPOH-200A)	Section 3, RFP	SPO Website*	X	
Provider Compliance	Section 1, RFP	SPO Website*		
Cost Proposal (Budget)				
SPO-H-205	Section 3, RFP	SPO Website*		
SPO-H-205A	Section 3, RFP	SPO Website* Special Instructions are in Section 5		
SPO-H-205B	Section 3, RFP,	SPO Website* Special Instructions are in Section 5		
SPO-H-206A	Section 3, RFP	SPO Website*		
SPO-H-206B	Section 3, RFP	SPO Website*		
SPO-H-206C	Section 3, RFP	SPO Website*		
SPO-H-206D	Section 3, RFP	SPO Website*		
SPO-H-206E	Section 3, RFP	SPO Website*		
SPO-H-206F	Section 3, RFP	SPO Website*		
SPO-H-206G	Section 3, RFP	SPO Website*		
SPO-H-206H	Section 3, RFP	SPO Website*		
SPO-H-206I	Section 3, RFP	SPO Website*		
SPO-H-206J	Section 3, RFP	SPO Website*		
Certifications:				
<i>Federal Certifications</i>		Section 5, RFP		
Debarment & Suspension		Section 5, RFP		
Drug Free Workplace		Section 5, RFP		
Lobbying		Section 5, RFP		
Program Fraud Civil Remedies Act		Section 5, RFP		
Environmental Tobacco Smoke		Section 5, RFP		
Program Specific Requirements:				

*Refer to Section 1.2, Website Reference for website address.

Proposal Application Table of Contents

1.0	Program Overview	1
2.0	Experience and Capability	1
	A. Necessary Skills.....	2
	B. Experience.....	4
	C. Quality Assurance and Evaluation.....	5
	D. Coordination of Services.....	6
	E. Facilities.....	6
3.0	Project Organization and Staffing	7
	A. Staffing.....	7
	1. Proposed Staffing.....	7
	2. Staff Qualifications.....	9
	B. Project Organization.....	10
	1. Supervision and Training.....	10
	2. Organization Chart (Program & Organization-wide) (See Attachments for Organization Charts	
4.0	Service Delivery	12
5.0	Financial	20
	See Attachments for Cost Proposal	
6.0	Litigation	20
7.0	Attachments	
	A. Cost Proposal	
	SPO-H-205 Proposal Budget	
	SPO-H-206A Budget Justification - Personnel: Salaries & Wages	
	SPO-H-206B Budget Justification - Personnel: Payroll Taxes and Assessments, and Fringe Benefits	
	SPO-H-206C Budget Justification - Travel: Interisland	
	SPO-H-206E Budget Justification - Contractual Services – Administrative	
	B. Other Financial Related Materials	
	Financial Audit for fiscal year ended June 30, 1996	
	C. Organization Chart	
	Program	
	Organization-wide	
	D. Performance and Output Measurement Tables	
	Table A	
	Table B	
	Table C	
	E. Program Specific Requirement	

**Office of Youth Services
PERFORMANCE PLAN**

(Submit One Copy For Each Target Group)

Note: To X a , Double Click On It, Select "Checked" Option

Outcomes Plan Number (Check One): <input type="checkbox"/> 1 Target Group <input type="checkbox"/> 2 Target Group	Service Area for This Contract (Check One): <table style="width:100%; border: none;"> <tr> <td style="border: none; width:50%; vertical-align: top;"> <input type="checkbox"/> Attendant Care <input type="checkbox"/> Intensive Monitoring <input type="checkbox"/> HYCF Aftercare <input type="checkbox"/> Project-Based Cultural <input type="checkbox"/> Non-School Hours <input type="checkbox"/> Outreach & Advocacy <input type="checkbox"/> Youth Gang Prevention </td> <td style="border: none; width:50%; vertical-align: top;"> <input type="checkbox"/> Life Skills Development <input type="checkbox"/> Residential Emergency Shelter <input type="checkbox"/> Residential Intensive <input type="checkbox"/> Residential Intensive/ILP <input type="checkbox"/> Residential ILP <input type="checkbox"/> Truancy Prevention <input type="checkbox"/> Other </td> </tr> </table>	<input type="checkbox"/> Attendant Care <input type="checkbox"/> Intensive Monitoring <input type="checkbox"/> HYCF Aftercare <input type="checkbox"/> Project-Based Cultural <input type="checkbox"/> Non-School Hours <input type="checkbox"/> Outreach & Advocacy <input type="checkbox"/> Youth Gang Prevention	<input type="checkbox"/> Life Skills Development <input type="checkbox"/> Residential Emergency Shelter <input type="checkbox"/> Residential Intensive <input type="checkbox"/> Residential Intensive/ILP <input type="checkbox"/> Residential ILP <input type="checkbox"/> Truancy Prevention <input type="checkbox"/> Other	Date Submitted ___/___/___	Prepared By (Signature)	Date Approved ___/___/___	Approved By (Signature)
<input type="checkbox"/> Attendant Care <input type="checkbox"/> Intensive Monitoring <input type="checkbox"/> HYCF Aftercare <input type="checkbox"/> Project-Based Cultural <input type="checkbox"/> Non-School Hours <input type="checkbox"/> Outreach & Advocacy <input type="checkbox"/> Youth Gang Prevention	<input type="checkbox"/> Life Skills Development <input type="checkbox"/> Residential Emergency Shelter <input type="checkbox"/> Residential Intensive <input type="checkbox"/> Residential Intensive/ILP <input type="checkbox"/> Residential ILP <input type="checkbox"/> Truancy Prevention <input type="checkbox"/> Other						
Contract Number: DHS- []-[]-OYS-[]							
Agency: _____							
Contract Start Date: ___/___/___							
Contract End Date: ___/___/___							

Target Group Description

Codes	Target Type Codes (Use to Code Targets on the Following Pages)	Risk Level Targeted (Check One Level Only)	Regions Targeted (Check One or More)
	Risk Factors		
RF1	Reduce Delinquency (Including All Status Offense)	<input type="checkbox"/> Risk Level I At-risk for violence, substance abuse, and/or criminal activity due to geographic, ethnic, or socioeconomic factors.	<input type="checkbox"/> Statewide (All Islands) <input type="checkbox"/> Oahu (All) <input type="checkbox"/> Oahu: Central <input type="checkbox"/> Oahu: Honolulu <input type="checkbox"/> Oahu: Leeward <input type="checkbox"/> Oahu: Windward <input type="checkbox"/> Hawaii (All) <input type="checkbox"/> Hawaii: East <input type="checkbox"/> Hawaii: West <input type="checkbox"/> Kauai (All) <input type="checkbox"/> Maui (All) <input type="checkbox"/> Maui: Lanai <input type="checkbox"/> Maui: Molokai
RF2	Reduce Arrests		
RF3	Reduce Disproportionate Minority Contact (DMC)		
RF4	Reduce Substance Use, Abuse		
RF5	Reduce Anger, Violence		
RF6	Reduce Gang Activity		
RF7	Reduce Risk for Pregnancy		
RF8	Reduce Alienation		
	Protective Factors		
PF1	Increase Accountability and Independent Living Skills	<input type="checkbox"/> Risk Level II Any One of the Following: • Status offender: Chronically truant, runaway. • Involved in gangs, violence, or substance abuse. • Experiencing serious family problems. • Abused and/or neglected.	
PF2	Improve Family Relationships		
PF3	Increase Connectedness with Community		
PF4	Increase Cultural Awareness, Appreciation		
PF5	Improve Self-Image, Self-Esteem		
PF6	Increase Pro-social Behavior and Social Competency		
PF7	Increase Health, Physical Competencies		
PF8	Increase Educational Competency (Improve GPA, Attendance)		
PF9	Increase Vocational Competency (Career Exploration, Job Training)		
PF10	Increase Family, Community Support of Youth's Program		
D1	Individual	<input type="checkbox"/> Risk Level III Any One of the Following: • Any characteristic of Level II, but also has immediate need for food, shelter, clothing, and/or medical treatment. • Involved in felony activity. • Court adjudicated. • At-risk for out-of-home placement. • At-risk for secure confinement.	
D2	Peer		
D3	Family		
D4	Community		
	MAJOR LIFE DOMAINS TARGETED	<input type="checkbox"/> Risk Level IV Chronic serious offender requiring secure confinement for safety of public and/or of self.	

Performance Plan

Instructions:

1. Referencing the Scope of Services, fill in performance target information, including sources of verification (i.e., "Youth Self-Reports", "Grades.")
2. Fill in projections (P) for number of youth expected to achieve each milestone in each quarter. SUBMIT THIS PLAN TO OYS within thirty days of contract execution.
3. Each quarter fill in actual (A) number of youth achieving each milestone. DO NOT SUBMIT TO OYS, BUT KEEP ON FILE.

P T	Performance Target (& Milestones to Performance Target)	1st			2nd			3rd			4th		One Year	
		Under this Contract	P	A	P	A	P	A	P	A	Year Goal	YTD Actual	Releases To Date	
1	Performance Target (Arial Narrow, 8 Point Type) from Scope of Services:													
	PT Type (See Target Type Codes):													
	Milestones													
	Sources of Verification													
a.	Milestone (Registration):													
b.	Milestone:													
c.	Milestone:													
g	Milestone:													
h.	Milestone (Last Milestone is Achieving the Performance Target):													

*Release = No Shows, Released for Misconducts, Dropouts, Transferees/Referrals. Do Not Release Youths Who Complete the Program.
 #Carryovers = Numbers of Youth Carried Over from the Previous OYS Budget Period **Under this Contract**.

Performance Plan

Instructions:

- 1 Referencing the Scope of Services, fill in performance target information, including sources of verification (i.e., "Youth Self-Reports", "Grades.")
- 2 Fill in projections (P) for number of youth expected to achieve each milestone in each quarter. **SUBMIT THIS PLAN TO OYS within thirty days of contract execution.**
- 3 Each quarter fill in actual (A) number of youth achieving each milestone. **DO NOT SUBMIT TO OYS, BUT KEEP ON FILE.**

P T	Performance Target (& Milestones to Performance Target)	1st		2nd		3rd		4th		One Year	
		P	A	P	A	P	A	P	A	Year Goal	YTD Actual
2	Performance Target (Arial Narrow, & Point Type) from Scope of Services:										
	PT Type (See Target Type Codes):										
	Milestones										
	Sources of Verification										
	a. Milestone (Registration):										
	b. Milestone:										
	c. Milestone:										
	g. Milestone:										
	h. Milestone (Last Milestone Is Achieving the Performance Target):										

*Release = No Shows, Released for Misconducts, Dropouts, Transfers/Referrals. Do Not Release Youths Who Complete the Program.
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Performance Plan

Instructions:

- 1 Referencing the Scope of Services, fill in performance target information, including sources of verification (i.e., "Youth Self-Reports", "Grades.")
- 2 Fill in projections (P) for number of youth expected to achieve each milestone in each quarter. **SUBMIT THIS PLAN TO OYS within thirty days of contract execution.**
- 3 Each quarter fill in actual (A) number of youth achieving each milestone. **DO NOT SUBMIT TO OYS, BUT KEEP ON FILE.**

P T	Performance Target (& Milestones to Performance Target)	1st		2nd		3rd		4th		One Year	
		P	A	P	A	P	A	P	A	Year Goal	YTD Actual
3	Performance Target (Arial Narrow, 8 Point Type) from Scope of Services:										
	PT Type (See Target Type Codes):										
	Milestones										
	Sources of Verification										
a.	Milestone (Registration):										
b.	Milestone:										
c.	Milestone:										
g	Milestone:										
h.	Milestone (Last Milestone is Achieving the Performance Target):										

*Release = No Shows, Released for Misconducts, Dropouts, Transferees/Referrals. Do Not Release Youths Who Complete the Program.
 #Carryovers = Numbers of Youth Carried Over from the Previous OYS Budget Period **Under this Contract.**

A CRASH COURSE ON THE OUTCOMES FRAMEWORK:

The Basics on
Outcomes, Performance Targets and Milestones

DEVELOPED FOR THE
OFFICE OF YOUTH SERVICES



HAWAII COMMUNITY SERVICES COUNCIL

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Authors



Lily Bloom Domingo,
Director, *I SEEK* Program

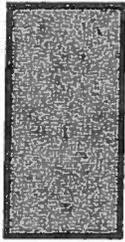
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*Lily and Jennifer wish to acknowledge the outstanding work of their colleagues,
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Elliot Pagliaccio, The Rensselaerville Institute
Michael Casey, Former HCSC Staff Member
Mae Mendelson, Former HCSC Staff Member
Lorraine Lunow-Luke, Independent Consultant

*And would also like to acknowledge and thank for their contributions to this
manual:*

Keith Yamamoto, *Program Development Administrator,*
Office of Youth Services
Dixie Thompson, *Children and Youth Specialist,*
Office of Youth Services

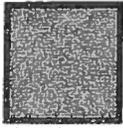


The Office of Youth Services Commitment to Results Accountability and the Outcomes Framework

The Office of Youth Services (OYS) continues to support the outcomes framework to guide programmatic efforts to provide effective programs and services for youth; verify that public resources are expended in an effective and accountable manner; procure services that truly impact our youth in a significant and sustained way; and verify that contracted agencies achieve the intended program “outcomes.”

It is vital that youth service agencies understand and commit to the application of the outcomes framework (outcomes, performance targets and milestones) in providing services contracted by the OYS. Performance results will continue to be viewed and outlined based on the outcomes framework and provide the foundation on which statewide services supported by the OYS are developed, implemented, maintained, and evaluated.





Definitions of Key Terms

Clarity about key terms is essential to effectively using the outcomes framework. Many of these terms are used in our workplaces and by other funders. Unfortunately, there is little consistency in the use of the terminology between different arenas. Therefore, it is essential that you be aware of the potential for variation and be prepared to translate your work accordingly.

The key terms below are defined in accordance with their application by the Office of Youth Services. To aid in your ability to translate the definition appropriately for your workplace or other funders, we have included alternative terms that are often used to describe the same concept. Please be aware that the alternative list of terms may be not be comprehensive.

1 Program Outcome

- Expresses the agency's ideal state: *"All children and youth will lead drug-free lives."*
- Often represents a portion of the agency's over-arching purpose or mission.

Alternative Terms:

- Program Mission
- Program Goal
- Community-Level Outcome



2 Performance Target

- The anticipated amount of *change in the program participants* that occurs as a *consequence of the service provided* by the agency.
- The performance target will address changes in the program participants in one or more of the following areas:

- ✓ Skills & knowledge
- ✓ Behavior
- ✓ Attitude
- ✓ Environment



Example:

80 of the 100 youth participating in the Individualized Counseling Program will remain drug free and will not have any law violations for 3 months after completing the program.

- The performance target has been established in the Request for Proposal drafted by the Office of Youth Services.
- The performance target *does not reflect the actions or behaviors of the agency's staff members in the delivery of program services.*

Alternative Terms:

- Results
- Outcomes
- Impact
- Product
- Success
- Goal



3 Milestones

- *Intermediate actions made by program participants* that indicate they are *on the path to successfully achieving the performance target*.

Example:

If the *performance target* for a high-risk teen is to graduate high school, *milestones* on the path to graduating might be:



1. *attend school*
 2. *do homework and class work*
 3. *do homework and class work successfully*
 4. *improve grades*
 5. *pass all tests*
- The milestones *do not reflect the actions or behaviors of the agency's staff members in the delivery of program services (see Program Activities)*.
 - Milestones *begin at the provider agency's first point of contact* with program participants and *typically conclude after a follow-up period* is completed after the conclusion of direct services. This may vary by program.
 - *Agencies choose which milestones to track and report*, in agreement with their monitoring bodies or funder, such as the Office of Youth Services, *that most effectively communicate the success of program participants in achieving the performance target*.
 - Agencies need to *think strategically* about which milestones most effectively communicate their success with program participants, and at the same time can be efficiently documented on an ongoing basis. Typically, agencies should not attempt to collect data on all the milestones that occur, as this would be too time consuming and costly.

Alternative Terms:

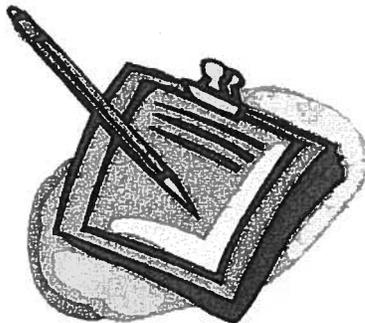
- Mini-outcomes
- Program data on participants' changes
- Objectives

4 Milestone Funnel

- A *method for tracking and reporting participants' achievement of milestones*. This method is used as a means of ensuring accountability. It is used primarily by government funders that have a responsibility for monitoring the effective use of taxpayer dollars invested for the community good.
- The milestone funnel *presumes a linear program structure* where program participants enter the program services and engage in a series of progressively improving changes that ultimately lead to the achievement of the overall performance target. The milestone funnel *may be modified to accommodate non-linear program services*.
- The “*funnel*” concept represents a belief that many participants will make progress towards the overall performance target, achieving some, but not all of the milestones. Consequently, the reported numbers show the largest amount of participants at the point of entry and decreases over the number of milestones, thus creating the “funnel effect.”
- Over time, the *analyzed data of the milestone funnel should lead to insights about how to improve program services to enable more participants to increase their successes* and move further along on their milestones.

Alternative Terms:

- Reporting form
- Program Flow
- Service Flow



5 Indicators

- The *means of verification, through direct or indirect measures, of the successful achievement* of the milestones and/or performance target.
- Regularly *observable* events or behaviors that suggest program participants are making the desired changes leading to the performance target, or that the performance target has been achieved.

Examples:

- ✓ *self-report*
- ✓ *report from spouse and friends*
- ✓ *staff member observation*
- ✓ *home visit report*
- ✓ *disinterested third-party documentation, such as attendance record, grades, employer confirmation, pay stubs, etc.*
- ✓ *pre-post test*
- ✓ *6 month follow-up phone interview form*



Alternative Terms:

- Measures of success

6 Program Activities

- The *work performed by program staff*. The services program staff provide that are intended to help program participants create change in their lives.

Examples:

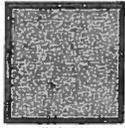
- ✓ *Outreach*
- ✓ *Intake*
- ✓ *Leadership development workshop*
- ✓ *Individualized counseling*
- ✓ *After school tutoring*



- Health and human service programs, whether nonprofit or public, believe that the provision of quality activities by competent staff members enable program participants to create valuable changes in their lives. Therefore, *program activities are essential to the achievement of the participants' milestones and performance target*.
- Program activities *do not reflect changes in skills & knowledge, behavior, attitude or environment that occur for program participants*.
- The program activities employed by an agency are *a reflection of the theory of change it holds for its participants*, based on its underlying philosophy, assumptions and values.

Alternative Terms:

- Outputs (the activity and volume at which it occurs)
- Methodology
- Program service delivery
- Process
- Program activities



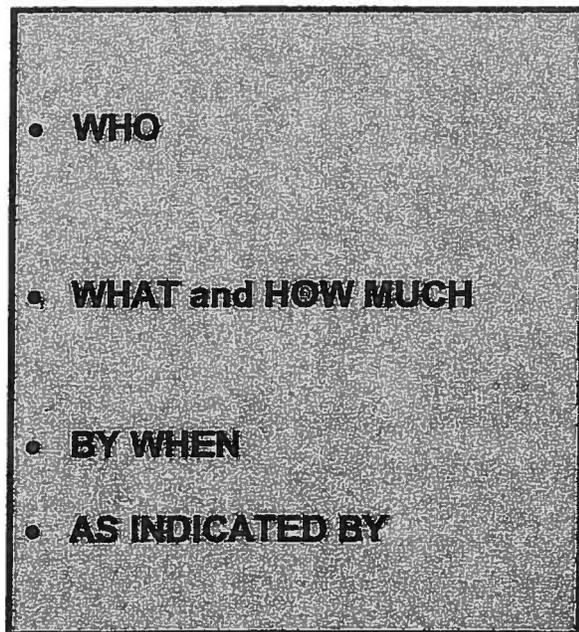
Establishing a Performance Target

Now that we have a firm handle on the key terms involved in the outcomes framework, we turn our attention to the process of developing a performance target. *A well articulated performance target has the following elements clearly identified:*

- **WHO** is being served in the program (the target population)
- **WHAT** change is expected for the program participants (in skills & knowledge, behavior, attitude and/or environment)
- **HOW MUCH** change is expected for the program participants
- **BY WHEN** the change is expected for occur for the program participants
- **AS INDICATED BY** regularly observable and verifiable signs that desired changes have occurred

Succinctly put, a performance target **answers the question, “What is success?”**

Sample Performance Target:



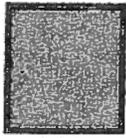
For the program year 2004-05,

of the 50 participants currently employed in sheltered workshops,

30 will hold full-time jobs at minimum wage or better in a competitive setting

for at least six months,

as indicated by employer pay stubs placed in the participants' charts.



Identifying Milestones

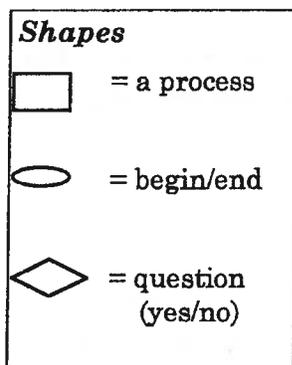
Identifying milestones leading to the achievement of the performance target is essential to the outcomes framework. It requires an understanding of both program activities and the changes occurring for the program participants. We need to understand when the cumulative efforts of program activities can be expected to result in observable change among program participants.

If we try to generate milestones by brainstorming a list of observable changes among program participants, it is likely the list will be incomplete, in random order and include many program activities. There is a tool called *process mapping*, or flow charting, that is very helpful in identifying, in detail and in order of occurrence, both program activities and the milestones leading to the achievement of the performance target.

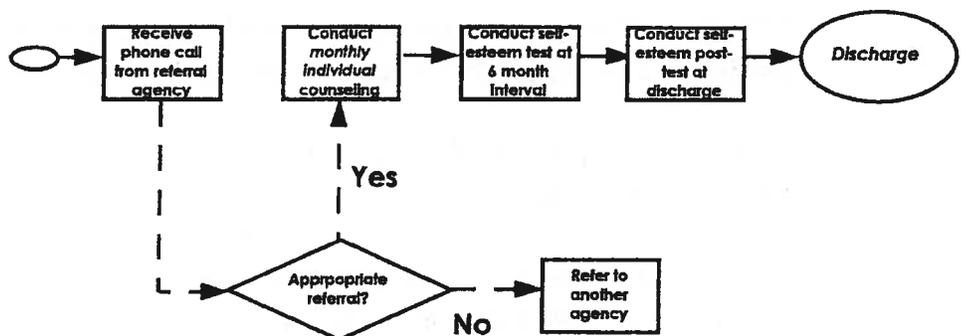
Process maps can be very general, using a few broad steps to indicate major process areas. Or they can be very detailed, breaking out each single step in the process. Although the latter option can be a bit tedious in the development, this detailed view of program service delivery, outlining both staff and participant actions, is extremely useful in developing a common understanding of the program and aids in the design of the milestone funnel.

Although many examples of process maps are drawn in a linear fashion, they (are) do not need to be limited in that manner. In fact, process maps are very useful in showing how some services loop back to other services, or how many pathways lead to a common change or activity later on. ✓

Sample Process Map



Example: A *process map* for a health and social service program.



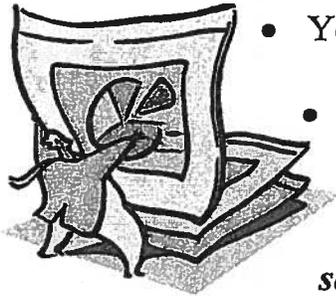
Tips for Process Mapping

1. Suggested materials:
 - Large sheet of paper
 - 3 x 5 in. post-its or colored markers
 - A general or detailed understanding of the program services
2. **Optional:** Utilize three shapes to help indicate the type of activity occurring. An oval indicates the beginning and the end of a series of process steps. A square indicates a step in the process. A diamond indicates a yes/no question, for example, "Is the participant eligible for services?" Arrows are used to connect the shapes and show the direction of action. If this feels too complicated, just use the squares and arrows. Using post-its allows flexibility in adding items or changing the order.
3. Come to the process map from the perspective of a program participant.
4. Begin with how the program participant enters into the program services. (self-referred, referred by others, make a phone call, receive a flyer, etc.). Make sure you list all the avenues by which participants may enter the program.
5. Once participants have entered the program, map the actions that occur. Try saying, "First we (staff) do this. Then what happens? Do participants do something in response? Is there another staff action that must occur next?" Keep in mind that staff actions will be more numerous than program participant actions, but you want to capture both.
6. **NOTE: Program participant actions represent milestones on the participant's pathway to successfully achieving the performance target.**
7. Map all the variations that occur following any yes/no questions. "If this happens, then what?"
8. Map all the ways in which program participants depart the program. This includes the ideal scenario of successful completion of the performance target and intermediate junctures when participants leave without completing the entire program.



Using the Process Map to Create Your Milestone Funnel

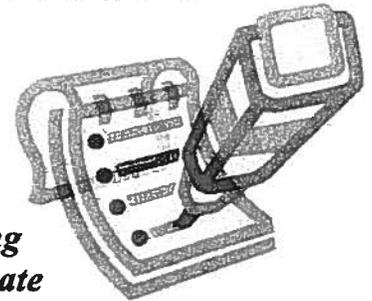
- Use the process map to *identify program participant milestones*. Write them down, in order, on the milestone funnel (see Milestone Worksheet on next page).
- You may have more milestones than you want or can afford to track properly for monitoring purposes. *Select the most critical milestones that can be verified and that clearly relate to the achievement of the performance target.*
- You should *seek agreement* with your funder that the milestones you have outlined to achieve the desired performance target will satisfy their reporting requirements.



- Your next step is to *implement data collection*.
- All this process mapping, milestone funneling and data collection is a lot of work if you use it for reporting purposes only. *Analyze the data and look for information that will help you improve your program services* and increase the number of program participants who achieve the desired performance target.

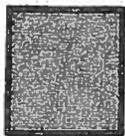
Great Ways to Use the Process Map

- Once you have completed drafting the process map, sit back and look at the completed picture. Write down your *observations for improvements*. Once the map is outside of our heads we often see *great opportunities for streamlining or improving the process*.
- Ensuring all *staff members share a common understanding of the work* they are engaged in and *have appropriate expectations for program participants*.
- *Training and orientation* for new staff.
- *Educating board members*, particularly those on the Program Committee.



Participant Steps: MILESTONES Worksheet

Program Actions: What PROGRAM STAFF Do	Expected Participant Actions: What PARTICIPANTS Do As a Result	Anticipated Results: Number or Percent Expected to Achieve	Verification: How You Know Participants Achieved
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.
4.	4.	4.	4.
5.	5.	5.	5.
6.	6.	6.	6.
7.	7.	7.	7.
8.	8.	8.	8.
9.	9.	9.	9.
10.	10.	10.	10.
Performance Target Statement:		Anticipated Level of Achievement:	Verification of Performance Target:

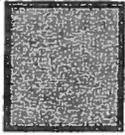


Critiquing a Milestone Funnel

Below is a suggested process for reviewing a milestone funnel and assessing whether or not it meets the quality required.

1. Read the performance target.
2. Read the milestones.
3. Do the milestones seem connected to the performance target?
4. Do the milestones appear to be in a logical order?
5. Are there any significant gaps in milestones? *(Keep in mind that you have been advised not to track everything, and to only track actions that can be verified.)*
6. Do the milestones represent changes in the participants *(not agency staff activity)*?
7. Do these milestones logically lead the achievement of the performance target?
8. Read the numbers.
9. Do they add up properly?
10. Do they funnel?
11. How has the carry forward of program participants from the proceeding year been handled?
12. How are you documenting the achievement of milestones and the performance target?
13. This is a reporting form of selected measures – do the milestones represent critical steps or are they trying to do too much?





Common Mistakes

1 Confusing Program Activities for Milestones

The most common mistake in identifying performance targets and milestones is the **misidentification of program activities or services as the change occurring for program participants**. While it is true that the program services assist participants in creating change in their lives, they represent the process by which agencies guide change, not the change itself.



Here is an easy test that will allow you to **distinguish performance targets and milestones from activities and outputs**. When considering the item, ask yourself whose behavior the item refers to. For example:

- If you find yourself saying, “**WE** do this activity,” you are *describing program activities and outputs* - the work staff performs.
- If you find yourself saying, “**THEY** do this activity” or “**THEY** take this action”, you are describing *milestones or performance targets* - the observable changes made by program participants.

Example:

Program Activities and Outputs for Youth Employment Training Program (Annual Figures)

- *We provide # of orientations*
- *We provide # of Positive Lifestyle workshops*
- *We provide # of leadership/team-building events*
- *We provide # of employment skills development workshops*
- *We provide # of follow-up assessments*

Performance Target for Youth Employment Training Program

Of 40 high school youths, 24 will have obtained one or more of the following within 1 semester of program participation:

- *They will perform 10 hours of job shadowing and/or volunteer opportunities*
- *They will do an internship*
- *They will have an interview with a prospective employer*
- *They will demonstrate job skills (such as commitment, career interest attitude, importance of appearance and presentation)*
- *They will gain employment*

2 Milestone Funnels that Don't Funnel

Milestone funnels that don't funnel are an extremely common occurrence. Check your process map to see if you have dis-ordered the steps that lead to next logical step in the change process for the majority of program participants.

Remember, the milestone funnel presumes a linear program structure. If your program services are not linear, then it is likely that your milestone funnel isn't funneling clearly. If you have a non-linear process map and have difficulty translating it into the milestone funnel, don't despair. You have several alternatives.

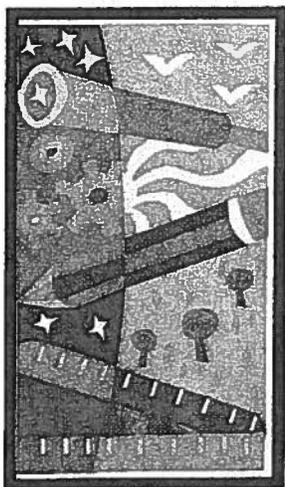
- a. Keep in mind that your job is to **fairly represent the real changes** program participants are making through your services. *Do not attempt to represent your entire program service capabilities through the milestone funnel.* Odds are it won't work. Think of it as a snapshot.
- b. Talk to your funder. Seek advice.
- c. Ask for technical assistance.



About HAWAI'I COMMUNITY SERVICES COUNCIL

Our Mission

Hawai'i Community Services Council strengthens the community and builds for the future through cross-sector planning and technical assistance.



Our Vision

To be a bridge-builder, community connector, needs identifier, solution initiator and capacity-builder.

Our Purpose

For more than a century, HAWAI'I COMMUNITY SERVICES COUNCIL (HCSC) has worked to improve our community. Today, HCSC's focus is to lead systemic change and to help nonprofits to be more efficient and effective.

The Council convenes public and private stakeholders to develop shared visions and seek innovative, collaborative solutions that effectively manage community resources. We work to identify community needs and create plans to meet them. We are a listener, planner, researcher and facilitator. We help to connect funders and service providers.

How we can help you

If you have specific questions about the material in this manual, please call us at 529-0453.

HCSC delivers technical assistance and capacity-building training for nonprofits focused in 4 major areas:

- Strategic Planning
- Outcomes Design & Implementation
- Board Governance
- Nonprofit Leadership & Management

The Council also provides facilitation and consulting services related to strategic planning and evaluation.

For more information about how we can work with your nonprofit or community group, please call us at 529-0466 or visit our website at www.hcsc-hawaii.org.