Section 2

Service Specifications

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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. The "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 often involved with our juvenile justice system and need to be nourished and connected to healthy healing families and relationships. Moreover, our youth have also suffered from overwhelming stress and trauma related to personal experiences of physical or sexual abuse, community violence, neglect, maltreatment, loss of a caregiver, or witnessing violence or experiencing trauma vicariously. It can also result from severe or life-threatening injuries, illnesses and accidents. Much of the trauma and stress often lead to unpredictable responses in behavior, including delinquent behavior.

Significant research on the effects of trauma on youth and on its impact on youth involvement in the juvenile justice systems shows that identifying youth who have experienced trauma is either being done inappropriately or not as often as necessary. Thus leaving our youth without services and treatment they need and making them more vulnerable for involvement in the justice system. (Justice Policy

Institute 2010) Our youth need a carefully designed, trauma-informed surrounding and approach that integrates the principles of Aloha.

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, can bridge a link 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 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.

OYS is requesting proposals from qualified applicants to provide a staff secured, trauma-informed care approach, community-based residential program for youth in need of a residential placement more structured than a traditional group home but less severe than incarceration at the Hawaii Youth Correctional Facility (HYCF) and to serve as a resource for the Office of Youth Services (OYS) and the family court for youth in need of temporary out-of-home placement.

Services should incorporate effective practices that are family and youth driven 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. Services 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.

Reducing risk factors and increasing protective factors for youth, families, and their communities can best be accomplished by a holistic and multi-sector approach. Youth development practitioners, the policy community, and prevention scientists have reached the same conclusions about promoting better outcomes for youth. Programs should be expanded beyond a single problem behavior focus to considering program effects on a range of positive and problem behaviors. The OYS recognizes that focusing on youth development serves as an effective strategy for the prevention of many youth risky behaviors such as early sexual involvement, unprotected sexual behavior, drug use, truancy and dropping out of school, delinquency and violence. Youth engaged in such risky behaviors are less likely to

attain a high level of education or employment and are more likely to have unstable partner/family relationships and to live in poverty.

Youth development programming and incorporating the values and principles of Aloha and a trauma informed care approach provide a framework and a coordinated effort 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.

Therefore, within the context of the youth development programming, the Aloha response and a trauma informed care approach framework, this RFP supports the achievement of the following desired outcomes for all youth:

- To enhance and strengthen family relationships
- To provide opportunities for healing to occur
- To increase positive relationships with peers and other adults.
- To reduce risky behaviors
- To increase connectedness with community
- To increase cultural awareness and appreciation
- To provide educational opportunities to enhance learning abilities and academic skills

The intent of the OYS is to award funds for safe house group homes in the State based on the needs identified and appropriate services proposed to address those needs in particular geographic regions. Funding may be used to identify, develop, and implement effective curriculum or models of service which are evidenced-based and that can be appropriately replicated in Hawaii. The service tasks to be delivered by the applicants include the following:

- Build on and enhance community resources to provide positive learning and development opportunities for youth;
- Make contact with at-risk youth within a defined region/community and connect them to appropriate resources, services, and activities, justice system or non-justice, both public and private; and
- Deliver services that develop and enhance educational, vocational, social responsibility, and health competencies of youth. Activity areas include social competency development; community service and service learning; performing/ visual arts; mentoring and intergenerational programs; physical, health and fitness; and project-based culturally programs.

- Work closely with the referring agency, i.e., judicial family court system and OYS to ensure a smooth and seamless transition back into the community by connecting youth with the appropriate resources, services activities to foster continued development and social and emotional growth.

One of the key recommendations of the Disproportionate Minority Contact in the Hawaii Juvenile Justice Report (2012) is the development of cultural-based restorative justice alternatives. The people of Hawaii experience cultures rich in values and traditions, yet, are impoverished by socio-economic indicators that lead to high rates of delinquent behaviors and poor educational performances. A renewed focus and emphasis on the importance culture, values, and traditions play in the shaping of thinking, behaviors, and attitudes of each individual has emerged in the last several years. Using project-based cultural education as a foundation for nurturing culturally healthy and responsive youth and families to contribute to the growth and harmony of the community can affect positive outcomes for youth and ensure their educational competencies and social responsibility. Therefore, integrating culturally-based programming is essential to nurturing healthy youth with an increased sense of self and identity.

B. Planning activities conducted in preparation for this RFP

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 January 23, 2015. No written comments, suggestions, and other feedback were received by the due date. Information and data were also gathered from the past three years of similar community-based residential services.

C. Description of the service goals

The goal of this program is to provide a safe and temporary living environment in which youth are able to increase their resiliency and reduce their risk factors to such an extent that they are able to safely return to a more permanent living situation. Services will assist youth by increasing their decision-making, social, and independent living skills, and by increasing their commitment to learning and education as important factors in their lives.

The OYS is looking for qualified applicants to provide programs, services, and activities that will address the unique needs and issues of our youth. Interested applicants should propose specific programs and services that integrate the principles of *Aloha* and the guiding themes of a culturally responsive learning environment, a trauma informed care approach to health and healing, and contribute to the following objectives:

1. To design programs, services, and activities by utilizing the seven guiding themes of the NHEC (as defined in Section III. Scope of Services of this RFP) to address the unique needs and to be responsive to the needs of the youth;

2. To design an approach that is family and youth driven and is understanding of the impact and consequences of trauma in all therapeutic interventions as well as all aspects of residential function.

3. 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.

4. 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.

5. 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.

6. To develop and engage in mentoring opportunities with kupuna (elders) and/or makua (adult) to foster relationships and connections with others.

7. To build on and enhance community resources to provide positive learning and development opportunities for youth;

8. Make contact with youth within a defined region/community and connect them to appropriate resources, services, and activities, justice system or non-justice, both public and private;

9. Deliver project-based educational activities that immerse the youth in their heritage, cultures, landscapes, opportunities and experiences to develop educational competencies and social responsibility of youth. Activities include cultivating the lo'i fields (or taro patches), restoration of cultural sites (land and water), ocean-based activities and other cultural activities and practices.

D. **Description of the target population to be served**

The target populations for the Safe House program are:

1. Lower-risk adjudicated female juvenile offenders referred by the Family Courts and OYS (HYCF), ages 13 to 17, who are in need of a safe, temporary, and structured community-based residential program. Youth in this program are generally unable to function in a pro-social manner without constant supervision and support.

2. Although the initial target group for the Safe House program is juvenile females referred by the Family Courts and OYS (HYCF), other targeted youth in need of this service may also be identified as future conditions, circumstances, and assessment of needs may dictate. Referrals from other agencies or organizations require prior OYS approval for placement in the Safe House program.

3. The Safe House for females shall be located in the State of Hawaii in an existing state owned facility located in Honokaa or in a privately owned facility. The number of females served is based on the capacity of the residential facility. Access to community-based services is key to determining the location of a Safe House.

E. **Geographic coverage of service**

The applicant shall provide services to youth in an existing state owned or privately owned facility in an area that has access to community-based services.

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

1. **Funding Period:** October 1, 2015 to September 30, 2017.

2. **Approximate Total Amount of General and/or Federal Funds:** $500,000.00-$550,000.00 per year. Additionally, should funding be increased or decreased, the OYS reserves the right to add in additional funds or decrease funds at its discretion.

3. The OYS anticipates funds to be awarded for one 24-month period, subject to the availability of funds and quality of program services. There may be a possibility for the extension of the initial award period to up to two additional 12-month periods should funds become 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. 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.

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**

1. The applicant shall comply with Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201 (effective 10/1/98), which can be found on the SPO website (See Section 5, POS Proposal Checklist, for the website address).

2. The applicant shall comply with other applicable federal cost principles and guidelines, as appropriate and as required by the source of funding.

3. The applicant shall meet all State licensing requirements to operate a community-based residential program within its community. The State shall be responsible to assure that the facilities and buildings meet all applicable building codes and regulations.

4. 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.

5. 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 Applicant r shall provide the following limit(s) and coverage:

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/person 1,000,000/occurrence Property damage $1,000,000/accident
Professional Liability (if applicable)	$1,000,000/claim $2,000,000 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 as respects to operations performed for the State of Hawaii."*

2. *"It is agreed that any insurance maintained by the State of Hawaii will 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 Contractor'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, 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 Applicant's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, Applicant r 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 Applicant 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 be allowed.

There are no 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: The initial term of the contract shall commence on or after October 1, 2015 and continue through September 30, 2017. 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 two additional 12-month period should funds become available. The maximum length of the contract shall be forty-eight (48) 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.

2.4 Scope of Work

The scope of work encompasses the following tasks and responsibilities (Minimum and/or mandatory tasks and responsibilities):

A. **Service Framework**:

1. **The Aloha Response**

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:

a. ***'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.

b. ***'Ike MauliLāhui*** **(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.

c. ***'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.

d. ***'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.

e. ***'Ike Ho'okō*** **(Value of Applied Achievement)** developing multiple cultural pathways for achieving success in pursuing learning excellence.

f. ***'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.

g. ***'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.

2. **Trauma Informed Care: Pathway to Healing**

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. A framework vital to intervention services that addresses youth with histories of trauma, recognizes the presence of trauma symptoms, and acknowledges the role that trauma has played in their coping behaviors is being adopted by the OYS. The Substance Abuse and Mental Health Services Administration (SAMHSA) developed key principles that are fundamental to a trauma informed care approach that serves as a pathway to healing for our youth:

a. **Safety:** Throughout the organization, staff and the youth they serve must feel physically and psychologically safe; the physical setting is safe and interpersonal interactions promote a sense of safety. Understanding safety as defined by those served is a high priority.

b. **Trustworthiness and Transparency**: Organizational operations and decisions are conducted with transparency with the goal of building and maintaining trust with youth and their family members, among staff, and others in the organization.

c. **Peer Support:** Peer support and mutual self-help are key to establishing safety and hope, building trust, enhancing collaboration, and utilizing their stories and lived experience to promote recovery and healing. "Peers" refer to individuals who have lived experiences of trauma, or in the case of children, may be family members of children who have experienced traumatic events and are key caregivers in their recovery. "Peers" are also referred to as "trauma survivors."

d. **Mutual Partnership:** Importance is placed on partnering and the leveling of power differences between residential staff and youth and among organizational staff from clerical to professional staff to administrators, demonstrating that healing happens in relationships and in the meaningful sharing of power and decision-making.

e. **Collaborative Problem Solving:** Family and youth are empowered in a shared decision-making, choice, and goal setting process to determine the plan of action needed for youth and their families to heal and move forward. Youth and family are supported in cultivating self-advocacy skills. Staffs serve as facilitators of recovery rather than controllers of recovery.

f. **Cultural, Historical, and Gender Issues:** The organization actively moves past cultural stereotypes and biases (based on race, ethnicity, sexual orientation, age, religion, gender-identity, geography, etc.) and offers, access to gender responsive services, leverages the healing value of traditional cultural connections; incorporates policies, protocols, and processes that are responsive to the racial, ethnic and cultural needs of individuals served; and recognizes and addresses historical trauma.

The OYS is looking for qualified applicants to provide residential youth development services and programming in the community. Services should incorporate the principles and values 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 proposed programs, services, and activities that reflect 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 understanding by broadening the 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.

B. Specific Activities

Services provided to youth shall include research-based "best practices" that have demonstrated to be effective in identifying and reducing needs and risk factors, increasing assets, and reducing recidivism or anti-social behaviors. The general length of stay in the Safe House Program is 90 days to 180 days. However, the actual length of stay may vary according to the risk level and needs of the youth.

1. Applicants should describe in the proposal how the following basic components are incorporated into their program:

   a. A Coordinated Approach. Establishing an effective continuum of services for youth can only occur within the context of a coordinated program of interagency cooperation. Therefore, the proposal should describe applicant's efforts with other agencies and/or community groups to coordinate and integrate services to youth in the community.

   b. Community Involvement. Community members should be engaged to actively participate in identifying and prioritizing needs and services to be offered to ensure appropriateness and that the needs of all youth are being met. Members of a community also offer a valuable perspective of the strengths, protective factors, and resources within their boundaries.

   c. Building Community Relations. To develop a process for ongoing communication between provider and community leaders for community input. In the spirit of "good neighbors" community stakeholders would be kept informed by the provider of any anticipated major program changes.

   d. Cultural Awareness and Identity. Services and activities for youth should be provided within a context that promotes the understanding and appreciation of the ethnic and cultural diversity of the community. Youth should have the opportunity to develop an understanding of self and one's own culture and a sense of identity and belonging.

   e. Youth Involvement. Youth should be valued, viewed as resources, given useful roles and involved in productive activities in the organization and the community. Involving youth in developing and implementing services helps to build a sense of ownership, assure appropriateness and success of activities, and provide youth the opportunity to develop leadership skills and to give back to the community.

   f. Developmentally Appropriate Programming. Services and activities should be sensitive to the unique needs, characteristics and learning styles of each participant. To the extent possible, services should match the social, emotional, and cognitive ability of the youth in the program.

g. Gender Appropriate Programming. Programs and activities should be responsive to the strengths and unique needs of girls.

h. Family Involvement. Families (biological, hanai, extended, foster, etc.) are considered partners and thereby share in the responsibility for raising healthy and productive youth. Applicants shall provide parent participation and/or support activities to encourage involvement of family members and guardians and/or significant adults in fostering family cohesion, strengthening the family system and reinforcing the parent-child bond. If the families are located on another island other than where the safe house program is located, applicants shall address geographic challenges and alternative strategies in overcoming challenges so families become involved in the youth's lives during their participation in the safe house program

i. A Caring Adult Relationship. Youth should be involved with adults in meaningful interactions and quality relationships that are consistent and provide approval for pro-social behaviors and sanctions for antisocial behaviors. Applicants should provide service activities that successfully link youth and positive adult role models in caring and significant relationships.

2. The Safe House program shall include the following elements:

a. A Safe Place. The program shall be a safe and healthy environment for both staff and youth.

b. Screening and Orientation. Youth referred to the program should be screened to determine suitability and appropriateness. Youth accepted into the program shall be oriented to the services provided and the roles and responsibilities of the youth and applicant.

c. Youth Rights. The applicant shall ensure that all youth admitted into the Safe House Program are afforded equal access to program activities and services.

d. Risk and Needs Assessment. The applicant shall increase strengths and address and reduce risk factors, as indicated by the use of a valid, numerically scored, and objective risk and needs assessment process that contribute to the inability of youth to function in a pro-social manner. The applicant shall also re-assess the risk level and needs of youth at least once prior to the youth's release into the community. (trauma informed care assessment)

e. Behavioral Management Plan. The applicant shall utilizes a sound behavioral management plan that describes the behavior being targeted

interventions to be used including who will be involved, and behavioral changes expected. Important elements of this plan should also include a list of youth's strengths and abilities, a description of what behavior that will replace the youth's inappropriate behavior, and a description of previously tried interventions and how well they did or didn't work.

f. Youth Safety and Supervision. The applicant shall ensure that while youth are at the Safe House they remain safely within the group home facility and to prevent access by the general public without proper authorization. Applicant shall ensure that staff is available to all youth, 24 hours a day, seven days a week, twelve months a year. Staff must be responsible for monitoring all security aspects of the facility, including communication, key and lock control and the movement of youths into and out of program facility.

g. Education: The applicant shall arrange for and/or provide educational services consistent with established State of Hawaii Department of Education (DOE) standards. Educational services may be provided either at the community/neighborhood school servicing the geographic area where the safehouse is located and/or on-site at the safe-house. On-site educational services may include teacher-led instruction, tutoring, on-line learning, or any other method that will ensure that educational credits earned may be transferred back to the youth's home school district upon the youth's discharge from the program.

   For youth who have been certified as special education by the DOE, the provisions established in the youth's Individualized Education Plan shall be coordinated with the youth's home district school to assure compliance and sustained involvement with the DOE.

h. Project-based Cultural Programs. The applicant shall arrange for project-based cultural programs that immerse the youth in their values, cultures, landscapes, opportunities and experiences. The premises for culturally competent programs and services is the belief that continued learning and practicing of a native culture is a fundamental requisite for nurturing healthy and responsive citizens and contributes to the growth and harmony of the community (Native Hawaiian Education Council). Culture is considered a protective factor that helps to promote positive health and an increased sense of self and identity.

i. Recreation. Applicant shall provide youth with opportunities for large muscle exercise and structured recreational activities which may include, but are not limited to supervised indoor and outdoor sports, table games and hobby crafts.

j. Cognitive Behavioral or Similar Approach. The applicant shall provide cognitive behavioral modification services to address anti-social or criminal attitudes, beliefs, and thinking patterns and to improve cognitive skills in such areas as anger management and decision-making. The applicant shall also measure changes in the cognitive skill level of youth. Methods other than the cognitive behavioral approach may be utilized if research has shown that an alternative approach has demonstrated to be more effective in addressing the needs of youth.

k. Life Skills Building (social skills, independent living skills, coping with the loss of significant others, etc.). While pro-social values and thinking establishes the foundation, youth must also acquire new behavioral skills to cope with the stresses and demands of daily living. The applicant shall utilize a curriculum that includes the purpose and objective of the skill, activities to achieve the skill, and how attainment of the skill will be measured.

l. Peer Relationship. The applicant shall assist youth to develop positive peer relationships. Service activities in this area should be provided with the eventual return of youth to his/her community in mind.

m. Leisure Time. The applicant shall assist youth to develop constructive use of leisure time. Service activities in this area should be provided based on the type of resources available in the home community of youth.

n. Case Management. Services to youth shall be comprehensive, consistent, individualized, and holistic in nature. The applicant shall implement a case management system that includes, but is not limited to, individual assessments and determination of functioning levels; identification of service needs; development of individualized service plans and resource identification; linkage to necessary services; coordination, monitoring and assessment of services provided; attend court hearings along with the youth as required; and periodic review and revision, if necessary, of the service plans.

o. Probation Officer. The applicant shall have regular communication with the assigned Probation's Officer (PO) to ensure successful program participation and completion by the youth. The applicant should also recognize that youth are impulsive, behave accordingly, and will make mistakes; therefore, terminating the youth from participating in the Safehouse program should be seen as a last resort. Any youth being terminated from the program must first receive approval from OYS. Staff and youth safety shall be the primary reason for program termination.

The applicant shall have procedures in place to work closely with the Probation Officer and his/her treatment plan or conditions of probation.

Every effort shall be made by the applicant to ensure successful transition by the youth.

p. Relapse Prevention. The applicant shall develop relapse prevention plans with the youth that includes the purpose and objectives of the plan and activities to achieve the objectives of the plan.

q. Substance Abuse Treatment. The applicant shall describe how substance abuse services will be provided to the youth. If indicated, assessments and/or screenings shall be conducted to address the need for substance abuse services, such as the American Society for Addiction Medicine Patient Placement Criteria (ASAMPPC) for substance abuse. The applicant may provide substance services that include individual and group modalities.

r. Referral to Appropriate Resources. The applicant may refer youth to other appropriate community-based programs and agencies for services and shall follow-up on referrals to ascertain that services are being provided.

s. Participation in Meetings. The applicant shall, when requested, participate in meetings with representatives of the HYCF, FC, DHS, DOE, DOH, and other pertinent agencies. The purpose of these meetings includes, but is not limited to, updating the agencies on issues, concerns, progress, and problems relating to the provision of services to youth.

t. Follow-Up Services. The applicant shall provide periodic follow-up phone, personal, and/or collateral contacts with youth or the youth's support system (guardian, school, mentor, etc.) for up to six months post-release to determine the progress and stability of youth in the community. In addition, upon contact with the youth, the applicant shall provide youth with supportive counseling, words of encouragement, guidance, referrals

u. Meals. The applicant shall be responsible for the provision of major meals (breakfast, lunch, and dinner), beverages, and snacks. Meals shall be nutritionally balanced following state or national dietary guidelines and of appropriate serving sizes to meet the needs of youth. The preparation of meals may be arranged with a private or public agency.

v. Transportation. The applicant shall be responsible for transporting or arranging for the transportation and, if necessary, the supervision of youth at court hearings, medical, dental, and other appointments in the community.

w. Reporting Significant Incidents. The applicant shall provide written protocol to the Office of Youth Services for immediate notification in the event of a youth escape, injury or death.

x. Staffing Ratio. The applicant should have a staffing ratio of 1:4 and shall always have two staff on duty overnight. The applicant in considering staffing pattern and ratio should consider the target population to ensure the safety of these young girls and encourage trustworthy and transparency in staff.

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

1. Personnel

a. The applicant shall ensure that employees do not have a criminal history or background which 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 a position which necessitates close proximity to children or adolescents. Documentation of criminal history record checks shall be maintained in the employee's or volunteer's personnel file and shall be available for review. Criminal history records checks, except for the FBI fingerprint check, shall be conducted annually or as required for licensing purposes.

b. Staff shall be sufficiently trained and knowledgeable in working with and understanding the programmatic and security issues and concerns regarding the targeted youth population prior to providing direct services to youth. Training shall include, but not be limited to, applicant philosophy and goals; policies and procedures regarding confidentiality, client rights, emergency procedures, grievances, record-keeping, reporting child maltreatment, dispensing of medication, behavior management and treatment philosophy, cardio-pulmonary resuscitation and first aid, de-escalation techniques and practices, and the recognition of the side effects of drugs and medications on youth. In addition, Trauma Informed Care, Suicide Prevention/Intervention, Sexual Abuse and Prevention, Lesbian Gay Bisexual Transgender (LGBT) and Mental Health Awareness should also be included.

c. For out-of-state applicants, there shall be established prior to the provision of direct services to youth, a Hawaii-based staff or designee who shall assume the day-to-day responsibilities of establishing and implementing all necessary collaborations, programs, services, and requirements of the agreement.

2. **Administrative**

a. A no reject policy of appropriate youth shall apply to the Safe House program. A youth may be ejected from the program, with the approval of OYS, if the youth poses a danger to self, staff, other youth, or to property.

b. To provide for the safety and security of youth and staff in the program, the applicant shall utilize, at minimum, have a minimum of two staff on duty at all times.:

c. The applicant is required to meet with OYS at least quarterly, to discuss any aspect of the services.

d. The applicant is required to maintain detailed records of youth, program activities, and personnel records, in addition to maintaining an accounting system and financial records to accurately account for funds awarded. Copies of pertinent information, such as progress reports and assessments, shall be submitted to the referring agency upon request.

e. 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.

f. The applicant shall develop a written curriculum or manual that describes the program and service activities, objectives, and strategies. The activities, objectives, and strategies shall be research-based and have demonstrated to be effective in reducing risk factors, increasing strengths, and reducing recidivism and anti-social behaviors.

g. 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 unique circumstances, not limited to directives and decrees from State and Federal courts and federal grants that require these modifications be made to continue or improve services. Additionally, should funding be increased or decreased, OYS reserves the right to add in additional funds or decrease funds at its discretion.

h. The proposal shall describe the general process youth will follow through the program, from referral to discharge and aftercare, and the type of services to be provided at each phase of the program.

i. The applicant shall describe any State and/or national accreditation, affiliation, or standards that will be used to guide the program.

j. The applicant shall not utilize youth for any agency solicitation or political campaign purposes.

k. The applicant may not charge youth and/or their families for program services.

l. Subcontracting arrangements may be allowed if the applicant is unable to provide components of the requested services directly. Copies of draft subcontract agreements must be submitted to OYS for approval prior to the commencement of subcontracted services. All subcontracts must follow the pricing structure and all other requirements of this RFP.

m. Submit to OYS, if applicable, memoranda of agreements and working agreements with other agencies for services under this Agreement prior to the service being provided for review for appropriateness and relevancy.

n. Applicant will be required to purchase, prior to the execution of a contract, a minimum of one million dollars ($1,000,000) general liability insurance *per occurrence* and two million ($2,000,000) in the *aggregate* and automobile insurance for a minimum of one million dollars ($1,000,000) combined single limit per accident and shall name the State as additionally insured. The certificate of insurance shall also state that the policy shall not be cancelled without providing OYS with 30 days prior written notice of cancellation. **NOTE:** The minimum requirements for insurance may be revised as recommended by the Department of the Attorney General and the State's Risk Management Office.

3. **Quality assurance and evaluation specifications**

a. All contracts shall be monitored by 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 all requirements as stipulated in the contract, including a review of case files.

2) Periodic site visits, scheduled and unscheduled, to review major program service areas, such as:

i. Staff qualification, organization, and effectiveness.

ii. Outcomes planning, implementation, and evaluation.

iii. File maintenance and record keeping.

iv. Transportation and other liability issues.

v. Consumer satisfaction.

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

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

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

a. Qualified applicants are required to achieve the following performance measures:

1) Of the youth served by the program annually, 85% will successfully complete the program

2) Of the youth served by the program annually, 85% will not commit additional criminal or status offenses for at least six-months after discharge from the program.

3) Of the youth served by the program annually, 85% will increase their attendance and grades in an educational, vocational, or work program and maintain that increase for at least six months after discharge from the program.

4) Of the youth served by the program annually, 85% will be placed in a stable living situation and will remain in a stable living situation for at least six months after discharge from the program.

b. Applicants may develop additional performance measures as mutually agreed upon with OYS.

5. **Experience**

Applicant must be currently licensed by the DHS as a Child Caring Institution (CCI) at the time of submittal of the proposal. A copy of the CCI license shall be submitted with the proposal.

6. **Coordination of services**

Services to youth shall be comprehensive, consistent, individualized, and holistic in nature. The applicant shall implement a case management system

that includes, but is not limited to, individual assessments and determination of functioning levels; identification of service needs; development of individualized service plans and resource identification; linkage to necessary services; coordination, monitoring and assessment of services provided; and periodic review and revision, if necessary, of the service plans.

7. **Reporting requirements for program and fiscal data**

   Timely program and fiscal reports as specified by OYS will generally be due on a quarterly basis and at the end of each budget period. Contracts are programmatically and fiscally monitored by OYS. Monitoring includes the review of program reports and services; invoices; and any issues applicable to services provided. Monitoring may take place at a variety of locations including the applicant's administrative office and the site(s) of service delivery.

D. **Facilities**

1. The Safe House for females shall be located in the State of Hawaii in an existing state owned facility located in Honokaa or in a privately owned facility. The number of females served is based on the capacity of the residential facility. Access to community-based services is key to determining the location of a Safe House.

2. The facility must include a building of adequate size consisting of a kitchen, adequate bedrooms, baths, and common areas for passive recreation and educational use, storage room, water heater, motion sensor light fixtures, and parking.

3. The applicant shall be responsible for the furnishing of all major and minor appliances, office equipment, bedroom, multi-purpose room, dining room, and classroom furniture, entertainment equipment and devices, cooking and eating utensils, installation and maintenance of a security alarm system, and other furnishings necessary to operate a 24-hour residential program.

4. The applicant shall assure that the building, surrounding areas, and vehicles are routinely kept and maintained in a clean, safe, and sanitary manner. Routine upkeep and maintenance of the building and surrounding area include, but is not limited to, cleaning of areas where food is consumed; sweeping and moping of floors; mowing of the lawn; cleaning of bathrooms; properly disposing of garbage and trash; replacing of light bulbs; assuring that emergency exits are clear of obstacles, and removing of all hazards that pose a risk to the health and safety of youth in the program.

5. The applicant shall be responsible for the repair of damages to the building structure, fence, fixtures, and furnishings caused by applicant's staff or youth.

In addition, applicant shall assure that the structures, fence, fixtures, and furnishings are in good working order and shall be responsible for, but not limited to, the repair of leaky plumbing fixtures, clogged sinks, showers, and toilets, broken windows, screens, louvers, and door handles.

6. The applicant shall be responsible for the maintenance of all utilities including, but not limited to, electricity, gas, water, telephone, fax and data lines, cable television, and related equipment and appliances.

2.5 COMPENSATION AND METHOD OF PAYMENT

A. Pricing structure or pricing methodology to be used

Pricing structure will be based on a cost reimbursement basis. The cost reimbursement pricing structure reflects a purchase arrangement in which OYS pays the applicant for budgeted costs that are actually incurred and allocable in delivering the services specified in the contact, up to a stated maximum obligation.

Applicants shall be required to apply the Cost Principles on Purchase of Health and Human Services and other applicable federal cost principles and guidelines as appropriate and as required by the source of funding

Total funding amount allocated to the contract may be increased or decreased at any time, at the discretion of OYS. Reasons for such increases or decreases include, but are not limited to, the program's performance, availability of funds, cost of living adjustments, utilization rates, and a shifting of community needs and priorities.

B. Units of service and unit rate

Not Applicable

C. Method of compensation and payment

Payments shall be made in accordance with the State of Hawaii, State Procurement Office, Chapter 103F, HRS – Cost Principles, Purchases of Health and Human Services and when applicable, in accordance with the Office of Management and Budget (OMB) Federal Cost Principles (OMB Circular A-21, A-87 or A-122) and subject to the following:

After the first payment made in advance, the monthly/quarterly invoices shall be based on expenditures actually incurred for the performance of the services required under the contract.

The OYS shall withhold a final payment of one-twelfth ($1/12^{th}$) the total compensation for each budget period until final settlement of each budget period of a contract. Provided that all expenditures are in compliance with the terms stated in the

contract, payment of the lesser of actual costs reported on the final expenditure report or the contract amount for the budget period will be made.

D. 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 form