

**City of San José**  
**Department of Parks, Recreation and Neighborhood Services**  
**Community Services Division**  
**San José Youth Empowerment Alliance**



**Bringing Everyone's Strengths Together (BEST) Grant Program**  
**Request for Qualifications (RFQ)**  
**2023-2026**  
**Cycles 33-35**

<b>Release Date</b>	February 9, 2023
<b>Proposals Due</b>	March 23, 2023, by 4:00 p.m. PST
<b>Online Proposal Submission</b>	WebGrants: <a href="http://grants.sanjoseca.gov/index.jsp">http://grants.sanjoseca.gov/index.jsp</a>

To request an accommodation for City grant opportunities or an alternative format for printed materials, please contact the BEST Grants Analyst, Jeremy Corrales via email at [Jeremy.Corrales@sanjoseca.gov](mailto:Jeremy.Corrales@sanjoseca.gov) as soon as possible, but at least three business days before the deadline.

<b>Timeline</b>		
<b>ACTIVITY</b>	<b>DESCRIPTION</b>	<b>DATE</b>
<b>Application Released</b>	Grant Application will be available via WebGrants <a href="http://grants.sanJoseca.gov/index.jsp">http://grants.sanJoseca.gov/index.jsp</a> Grant Proposals <u>must</u> be submitted online.  Please note that WebGrants registration may take up to three (3) business days to process.	<b>February 9, 2023</b>
<b>Pre-Proposal Workshop</b>	Pre-Proposal Workshop to discuss grant purpose, priorities, timeline, WebGrants, Q&A process, etc.  Applicants are required to attend one (1) of the two identical Informational sessions.	<b>Workshop #1: February 16, 2023</b>  <b>Workshop #2: February 23, 2023</b>
<b>Questions and Answers Period</b>	There will be three (3) rounds of Questions and Answer Periods  All questions and responses will be posted in WebGrants one week after each period closes.	<b>February 9, 2023 – March 15, 2023</b>
<b>Proposals Due</b>	Completed proposals are to be submitted online via WebGrants no later than 4:00 P.M. Late, e-mailed, faxed, or incomplete proposals will not be accepted.	<b>March 23, 2023</b> <b>(Closes at 4:00 PM)</b>
<b>Notice of Inclusion on the Eligible Service Provider List</b>	All applicants will be sent the Notice of Inclusion on the Eligible Service Provider List.	<b>May 2023</b>
<b>Deadline to Appeal</b>	Applicants who are not included in the qualified pool will have one (1) week to submit an appeal. See Section 2.7.2 for information.	<b>One week after Notice of Inclusion on the Eligible Service Provider List is posted</b>
<b>Interviews</b>	Applicants who are qualified will be notified via e-mail and will be invited to interview at that time. See Section 3.7 for more information.	<b>May 2023</b>
<b>Notice of Award</b>	Notice will be sent to those agencies who are awarded funding. See Section 3.8 for more information	<b>June 2023</b>
<b>Period of Service Begins</b>	All awarded agencies are scheduled to begin service on this date.	<b>September 1, 2023</b>

To be considered for a Bringing Everyone’s Strengths Together (BEST) Grant Program from the City of San José, applicants must meet all entry criteria at the time of submitting a proposal. Applicants who do not meet all entry criteria will not be considered and the proposal will not be evaluated for qualification.

<b>Eligible Applicants</b>	Applicants must be one of the following entities: <ul style="list-style-type: none"><li>• A government agency</li><li>• A private nonprofit agency with 501(c) (3) status</li><li>• A faith-based entity</li></ul>
----------------------------	--

## 1 INTRODUCTION

The San José Youth Empowerment Alliance (formerly known as the Mayor’s Gang Prevention Task Force) is seeking to qualify non-profit agencies to partner with the City of San José under the Bringing Everyone’s Strengths Together (BEST) Grant Program to implement prevention, Intervention, diversion, reentry and healing strategies to address youth violence.

The City of San José’s Department of Parks, Recreation and Neighborhood Services (PRNS) administers the BEST Grant Program. PRNS facilitates community building, healthy living, and fun at over 200 locations across San José. Recreation opportunities, social services, and outdoor spaces serve San José’s million plus residents, tourists, and individuals from surrounding cities. The vision of PRNS is “Healthy Communities that Inspire Belonging” and its mission is “Connecting people through Parks, Recreation and Neighborhood Services for an Active San José.”

As the funding arm of the San José Youth Empowerment Alliance (Alliance), the BEST Grant Program strives to provide funding for services to San José youth that will build on their strengths and reduce their risk for involvement in gangs and youth violence. The Alliance is built on a foundation of collaboration and partnership, which this grant seeks to foster with outside stakeholder agencies. The City uses a racial equity lens and believes that it can address the serious problem of youth violence in our city through the strategic partnerships forged by the BEST Grant Program. The issues of youth violence are complex, and therefore must include a multi-pronged approach which involves the community.

## 2 APPLICATION

### 2.1 Summary of the RFQ

This Request for Qualifications (RFQ) is administered by the Department of Parks, Recreation and Neighborhood Services, and is designed to create partnerships with organizations to provide youth violence prevention, intervention and diversion services. Qualified agencies will be placed on an “Eligible Service Provider List.” Inclusion on the Eligible Service Provider List does not guarantee that the agency will be selected to perform services for the City. The City will select agencies from the Eligible Service Provider List when making grant awards on an annual basis throughout the three-year qualification period. Please refer to Section 3 for details about the process for awarding funds.

The current total funding for the 2022-2023 cycle is \$2,550,402. The total funding available for 2023-2026 will be approved and appropriated by the City Council on an annual basis prior to the start of the City’s fiscal year (July 1).

Agencies interested in funding must demonstrate experience in providing services in at least one of the five (5) defined Service Strategy Areas (previously Eligible Service Areas), which are listed and described in Section 3.3 of this document.

## 2.2 Submission Requirements

<b>Release Date</b>	February 9, 2023
<b>Proposals Due</b>	4:00 P.M. on March 23, 2023
<b>Online Proposal Submission</b>	<a href="http://grants.sanJoseca.gov">http://grants.sanJoseca.gov</a>

### 2.2.1 Mandatory Pre-Proposal Workshop

	DATE	TIME	Meeting Details
<b>Pre-Proposal Workshop I</b>	February 16, 2023	10:00 am – 12:00 pm	For meeting link, please click <a href="#">here</a> Passcode: 702999
<b>Pre-Proposal Workshop II</b>	February 23, 2023	2:00 pm – 4:00 pm	For meeting link, please click <a href="#">here</a> Passcode: 559356

Note that attending **one (1)** of the identical Pre-Proposal Workshops is **mandatory** for each agency. Failure to attend will result in disqualification/rejection of the application. In the Pre-Proposal Workshops, the BEST administrative team will review the following information:

- General Information and Requirements;
- Updates to Service Strategy Areas; and,
- Training on the WebGrants proposal submission process.

## 2.3 Question and Answer (Q&A) Process

The Question and Answer Process will be used to answer questions about eligibility, funding parameters, and required information and documents prior to the online proposal submission deadline. This assistance is not intended to provide advice or guidance about program design or how agencies can or should best meet qualification criteria. All submitted questions and the City’s corresponding responses will be posted to WebGrants. No phone or in-person technical assistance will be provided by the BEST administrative staff.

The City shall not be responsible for or bound to any oral instructions or interpretations issued by the City or its representatives related to this RFQ. If there are discrepancies or omissions within this RFQ document, or if an applicant needs clarification regarding its content, please submit your questions to Jeremy Corrales, Grants Analyst at [Jeremy.corrales@sanjoseca.gov](mailto:Jeremy.corrales@sanjoseca.gov) in accordance with the Q&A periods and deadline(s) listed on table below.

Responses to any inquiries received during the Question and Answer periods will be posted as an Addendum section of all five (5) Service Strategy Area Funding Opportunities in WebGrants.

There will be three (3) rounds of Question and Answer Periods:

<b>Question &amp; Answer Periods</b>	<b>Begins</b>	<b>Deadline</b>	<b>Estimated Posting Date</b>
<b>Period 1</b>	February 9, 2023	February 15, 2023	February 21, 2023
<b>Period 2</b>	February 16, 2023	March 1, 2023	March 6, 2023
<b>Period 3</b>	March 2, 2023	March 15, 2023	March 20, 2023

Questions submitted after the final deadline of March 15, 2023 will not be answered.

## 2.4 Evaluation Criteria & How to Apply

### 2.4.1 Evaluation Criteria

Proposals which are complete (which includes the agency having submitted all required documents) and meet the minimum eligibility requirements will be scored by the Review Panel according to the following criteria:

<b>EVALUATION CRITERIA</b>	<b>WEIGHT</b>
Entity Type meets Entry Criteria	Pass/Fail
Responsiveness	Pass/Fail
Program Design	25 Points
Agency Experience	25 Points
Program Performance	30 Points
Agency Performance and Sustainability	15 Points
Program Budget	5 Points
<b>TOTAL</b>	<b>100 POINTS</b>
<b>Proposed services are located in a Hot Spot area</b>	<b>5 BONUS POINTS</b>

### 2.4.2 Narrative Questions

In addition to the steps listed in Sections 2.2 and 2.3, applicants will be required to submit responses to the following Narrative Questions. Any proposal that is missing a response to any one of the following questions will be considered incomplete and will be disqualified. Responses to narrative questions below will be scored using Evaluation Criteria in Section 2.4.1.

NARRATIVE QUESTIONS	WEIGHT
<b>PROGRAM DESIGN</b>	<b>25 Pts</b>
Describe the program you are proposing for this Service Strategy, including program name. Please include in your description where and how you intend to implement this program with the proposed Target Population.	
Based on the program model explained in question 1, please describe the practices and principles included in your program. Include any research evidence that the program’s activities work to bring about the desired outcomes.	
Please describe how this program model incorporates services or curricula that are culturally responsible, culturally relevant, and data driven.	
Why did you choose the program model and/or program curriculum described above?	
<b>AGENCY EXPERIENCE</b>	<b>25 Pts</b>
Please describe your agency’s experience and/or involvement in the San Jose Youth Empowerment Alliance. In your response, please include your agency’s participation in the Technical Team, Policy Team, Technical Team Breakout Sessions, and your involvement in any action items identified in a Technical Team Division Work Plan.	
Please describe any partnerships that your agency has formed related to the San Jose Youth Empowerment Alliance. In your response, please include purpose of partnership, referral pathways that will support the model and agency’s ability to work with specific referral partners, and outcomes related to youth violence reduction.	
Please describe the experience and expertise each staff member will have relevant to the proposed program and the associated activities, including (but not limited to) any relevant training, certification, and/or education requirements. *	
Describe your agency’s experience implementing similar projects including a brief description of the program model. Provide at least three examples of similar projects.	
Demonstrate your agency’s connection to the people living in the Hot Spot(s) identified as well as experience implementing services in the Hot Spot(s).	
Describe your agency’s experience collaborating with other agencies and systems partners within a proposed Hot Spot.	
Describe your agency’s practices around tracking service data, including your experience with participant database systems, data collection protocols, and implementing data collection practices with fidelity. Please include the names of databases or data gathering tools used by your agency. If your organization does not use a database, please explain how you will ensure that staff are able to operate a database, if funded.	
<b>AGENCY EXPERIENCE (INDIVIDUAL AND WHOLE FAMILY SUPPORTIVE SERVICES)</b>	
Please describe the experience and expertise each staff member will have relevant to the proposed Case Management Services for individual and/or whole family services, including (but not limited to): 1) Any relevant training, certification, and/or education requirements. 2) Minimum of two years’ direct service experience working with target population risk factors 3) Understanding of trauma-informed care 4) Experience with crisis intervention	
What is your agency’s experience working with multi-generational families with a culturally responsible and culturally relevant approach? If your agency is proposing a whole-family approach, describe your agency's practices. Include tools used to engage both the youth and their families to enhance child well-being, adult well-being and healthy relationships.	

Describe your agency's practices around whole-family approach. Include tools used to engage both the youth and their families to enhance child well-being, adult well-being and healthy relationships. *If you are not proposing whole family services, please put 'NA'.	
Please describe how the program determines and implements Case Management Delivery Schedule for individuals and/or whole family including how your agency determines case closure. Indicate the schedule for implementing the proposed contact for the number of participants that the agency proposes to serve.	
Please describe the experience and expertise each staff member will have relevant to the proposed individual and/or whole family supportive services and the associated activities, including (but not limited to) any relevant training, certification, and/or education requirements. If the staff who are conducting Case Management will also be providing services your agency is proposing in a separate Service Strategy Area, please indicate so in your response.*	
*This narrative question will replace the asterisked question under Agency Experience for Case Management Services proposals only.	
<b>AGENCY EXPERIENCE (STREET OUTREACH ONLY)</b>	
What qualifications and/or experience does your street outreach team have working with Gang-Impacted and Gang-Intentional youth? Please include any relevant education and/or training.	
What qualifications and/or experience does your street outreach team have providing services in the selected Hot Spot Area(s)? Please include any relevant education and/or training.	
What experience and/or knowledge does your proposed street outreach team have understanding gang culture and climate? Please include experience and/or knowledge relevant to San José youth and in the selected Hot Spot(s).	
Will your Street Outreach team also be conducting your Case Management services? (Y/N) If yes, what qualifications and/or experience does your street outreach team have providing Case Management with Gang-Impacted and Gang-Intentional youth? Please include any relevant education and/or training.	
<b>PROGRAM PERFORMANCE</b>	<b>30 Pts</b>
Please describe which outcome(s) listed in the Service Strategy Logic Model your proposed program intends to achieve and any other anticipated program and participant outcomes. In your response, please describe how you intend to effectively measure the outcome(s).	
Please provide examples of success in achieving participant and program outcomes in your agency's prior implementation(s). Include outcomes of prior evaluations.	
How does your agency determine the Target Population(s) you will serve?	
What practices will your agency employ to keep the proposed Target Population engaged throughout the proposed program?	
Describe how your agency uses data and evaluation to inform services and implementation. Give at least two examples of how your agency used data collection methods to inform decision making/program performance and improvement.	
<b>AGENCY PERFORMANCE AND SUSTAINABILITY</b>	<b>15 Pts</b>
What protocols and trainings are provided to new staff as part of your onboarding process? Please also provide any trainings, certifications, and resources provided to your staff on an ongoing basis.	
What additional financial resources will your agency utilize to implement the proposed program? Please include specific information about what other funding sources you have available to support your programming and what components of the program will be funded through each additional funding source.	
How does your agency ensure programs are staffed with culturally competent and diverse individuals? Please also provide any trainings, and resources related to cultural competency provided to your staff on an ongoing basis.	



<b>PROGRAM BUDGET</b>	<b>5 Pts</b>
If your agency is proposing multiple locations, please provide key costs that will be adjusted to support additional locations and maximum number of locations your agency has the capacity to serve on an annual basis.	
<b>TOTAL</b>	<b>100 Pts</b>

### 2.4.3 Required Documents for Submission

In addition to completing the Narrative Questions and Program Budget for each proposed program, applicants are required to submit a Logic Model and Staff Model for each program being proposed for each Service Strategy Area they are applying for. Any proposals submitted without the required attachments will be disqualified.

**DEADLINE:** March 23, 2023 by 4 pm

### 2.4.4 Logic Model

A “Logic Model” is a visual diagram which illustrates the overall structure (or “logic”) within which a program operates. A Logic Model should include, at minimum:

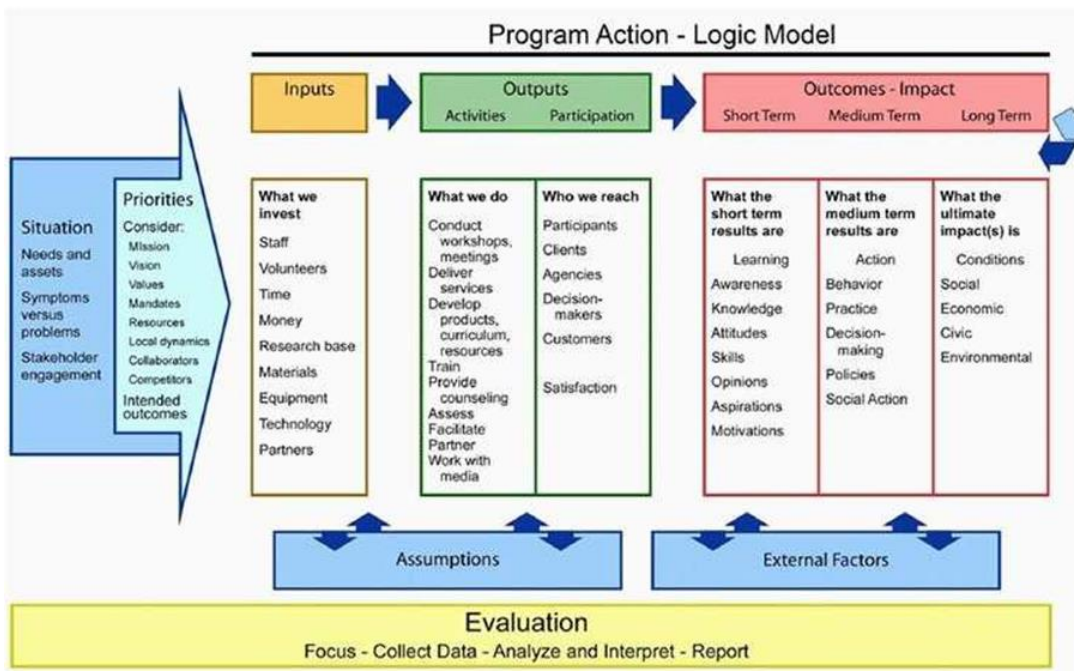
- The problem being addressed through the product or service (the “Situation” and “Priorities”);
- The resources that an agency puts in to make a program happen (or “Inputs”);
- The structure of the program including the services provided and/or the curriculum that is followed as well as the customer base (or “Outputs”); and
- The short-term to long-term effects the agency will have on participants and the community by providing this product or service (or “Outcomes”)

Each program’s Logic Model should align with the program’s Staff Model and the Program Budget submitted in the proposal.

**NOTE: SERVICE STRATEGY AREAS 1, 2, and 4 APPLICANTS ONLY:** Applicants may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Logic Model in the proposal for each proposed program.

Below is an example of a Program Logic Model:



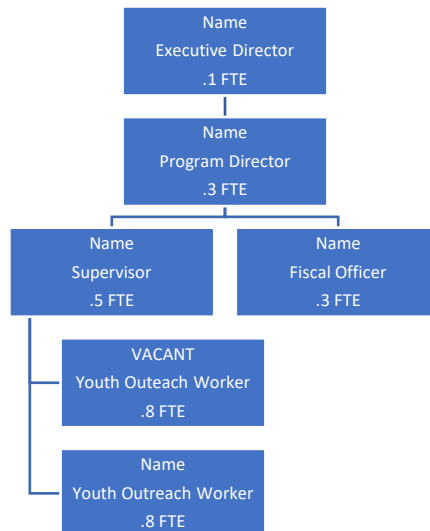


### 2.4.5 Staff Model

Applicants must also submit a Staff Model as part of their proposal for each program proposed in each Service Strategy Area that the agency is applying to. The Program Staff Model should outline the agency’s staff, in seniority order, starting from the top of the staffing structure for the program being proposed in the proposal. Every staff level should include the staff member’s name, position title, and the full time equivalent (FTE) ratio. If a program position is vacant, please indicate so.

**NOTE: SERVICE STRATEGY AREAS 1, 2, and 4 APPLICANTS ONLY:** Applicants may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Staff Model in the proposal for each proposed program.

See below for an example of See below for an example of a Staff Model:



## 2.4.6 Program Budget

Each agency must submit a Program Budget which identifies the full cost of the program being proposed. The submitted Program Budget (s) should be the full cost for one (1) cycle of one (1) program provided in one (1) location (for Street Outreach Intervention Services, this equates to one [1] full contract year of service in one [1] Hot Spot Area). The maximum length of one (1) cycle is one (1) year (September 1- August 31). The Program Budget should align with the Logic Model and include all staff identified in the Staff Model.

If an agency is proposing to provide services at more than one location, agency must also provide the following in response to the Budget narrative questions for each location: 1) key costs that will be adjusted to support additional location (s) and 2) maximum number of locations agency has the capacity to serve on an annual basis.

**NOTE: SERVICE STRATEGY AREAS 1, 2 AND 4 APPLICANTS ONLY:** Applicants may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Program Budget in the proposal for each proposed program.

The Program Budget component of the proposal will require the applicant to break down the program costs in terms of both to Direct and Indirect Costs. Indirect Costs are capped at 15% of the total Program Budget. See below for definitions of Direct Costs and Indirect Costs, and a list of Allowable and Unallowable Costs.

### Direct Costs (Minimum 85% of total budget)

- Direct Personnel Costs: Salary for each staff member funded by the BEST Grant Program which must include Full-Time Equivalent (FTE) estimates.
- Direct Operating Costs: Any supplies or costs incurred to complete the proposed program. See below for Allowable and Unallowable Costs.

### Indirect Costs (Maximum 15% of total budget)

- Indirect Personnel Costs: Position titles and salaries of individuals providing organizational overhead or support services (e.g. Director-level positions, Fund Developers, Accounting and/or Financial Support, etc.)
- Indirect Operating Costs: Any non-program-specific costs incurred administering the program (e.g. utilities, office rent, insurance, etc.). See below for Allowable and Unallowable Costs.

### Eligible Expenses

Eligible grant expenses may include, but not limited to:

- Staff Salaries;
- Fringe Benefits;
- Transportation Costs;
- Program Supplies;
- Equipment Supplies;
- Refreshments or Food;
- Testing Fees;
- Field Trips;
- Rent (for program-specific spaces);
- Insurance (for the program);
- Permits; and,
- Any other program-specific costs not listed as an Unallowable Expense.

## Ineligible Expenses

BEST service providers may not use funds to supplant any other funding.

- The City of San Jose does not allow agencies to use awarded grant funds to replace other funding that the agency has already appropriated or allocated to deliver the same proposed program or service.

BEST service providers shall also not use funds for activities or items such as:

- Computers, software, televisions, video games, MP3 players or any other permanent capital digital equipment;
- Large, capital playground equipment such as permanent soccer goal posts or permanent basketball hoop structures;
- Cash incentives designed to keep youth in the program;
- Field trip mementos (e.g., items purchased in a museum gift shop);
- Individual or group tickets that are not part of a scheduled field trip;
- Facility-use fees for association meetings;
- IRS or government fees;
- Neighborhood association insurance for regular meetings;
- Political campaigns;
- Any item or activity with a religious message or theme; and,
- Contributions to any charitable organizations

### 2.4.7 Matching Funds

The BEST Program requires awarded agencies to match (non-City funding match) their total award with a cash match as follows:

The BEST Program requires a minimum of a 20% cash match (non-City funding match) of the funds awarded. For example, a BEST award of \$10,000 requires a non-City funding match of at least \$2,000. When used to augment the proposed project, expenditures for items such as personnel and operating expenses may be considered a match. The matching of direct funds and/or in-kind resources above the 20% is encouraged, but a minimum of 20% must be a direct monetary match contribution. Matching funds will be verified as a part of the contract negotiation process.

### 2.4.8 Using WebGrants

General information about the BEST Grant Program Request for Qualifications (RFQ) can be found in the “Notice of Funding Opportunity” on the main page for WebGrants.

[Follow this link to access the WebGrants main page.](#)

To submit a proposal via WebGrants, please follow these steps:

1. Create a WebGrants login by selecting “Register Here” to the right of the login page (if you do not have a WebGrants login already). The average time for registration to be completed is three (3) business days. Applicants are advised to plan accordingly so that proposals may be completed and submitted prior to 4:00 p.m. on March 23, 2023.

2. From the main menu, select “Funding Opportunities”.
3. Select the “BEST 2023-2026” Funding Opportunity for the Service Strategy Area you are applying for (see Section 3.3 for a description of each Service Strategy Area). Applicants may only submit one (1) proposal per Service Strategy Area, but may apply to all five (5) Service Strategy Areas. Agencies applying for Service Strategy Areas 1, 2 and 4 can submit up to two (2) programs per Service Strategy Area.
4. Once you have selected the Funding Opportunity, make sure you complete every component of the proposal.
5. When completing the *Narrative Questions* section of this RFQ, please be sure to include all required attachments. If an agency is proposing more than one (1) program model in Service Strategies 1, 2, or 4, please see instructions below titled ‘INSTRUCTIONS FOR SUBMITTING NARRATIVE AND PROGRAM BUDGET FORMS IN WEBGRANTS’.
6. As you complete each component of the proposal, make sure you mark the component as complete by selecting “Mark as Complete” on the top right of the page. Note that this does not mean you have submitted your proposal.
7. Click “Submit” on the top right of the main proposal page to submit your final proposal.

**SERVICE STRATEGY AREAS 1, 2, and 4 APPLICANTS ONLY:** Applicants may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to complete a separate Narrative and Budget Form in the proposal for each proposed program. See WebGrants instructions below for submitting more than one (1) program model in SSA 1, 2, and 4.

#### INSTRUCTIONS FOR SUBMITTING NARRATIVE AND PROGRAM BUDGET FORMS FOR SERVICE STRATEGIES 1, 2 AND 4 IN WEBGRANTS

##### 1) Applying for one program model:

1. Select “BEST 2023-2026 NARRATIVE [*Service Strategy Name*] (P1)”
2. Select ‘Edit’
3. Complete all required fields and upload required attachments (Logic Model and Staff Model)
4. Select ‘Save’
5. Select ‘Mark as Complete’
6. Select “BEST 2023-2026 BUDGET [*Service Strategy Name*] (B1)”
7. Select ‘Edit’
8. Select ‘Add’ to enter each Personnel Cost.
9. Complete all required fields
10. Select ‘Save’
11. Select ‘Add’ to enter each Operating or Non-Personnel Cost.
12. Complete all required fields
13. Select ‘Save’
14. Select ‘Mark as Complete’

##### 2) Applying for two program models:

1. Complete the above for the first program model
2. Select “BEST 2023-2026 NARRATIVE [*Service Strategy Name*] (P2)”
3. Select ‘Edit’
4. Complete all required fields and upload required attachments (Logic Model and Staff Model)
5. Select ‘Save’
6. Select ‘Mark as Complete’

7. Select “BEST 2023-2026 BUDGET [*Service Strategy Name*] (B2)”
8. Select ‘Edit’
9. Select ‘Add’ to enter each Personnel Cost.
10. Complete all required fields
11. Select ‘Save’
12. Select ‘Add’ to enter each Operating or non-Personnel Cost.
13. Complete all required fields
14. Select ‘Save’
15. Select ‘Mark as Complete’

The following table outlines the Service Strategy Areas accepting up to two (2) Program Model proposals that align with the service strategy component. Applicants are required to submit a Narrative and Budget form for each proposed program model. Applicants are also required to attach to each narrative and budget form a separate logic model and staff model for each proposed program. See Section 3.3 for a detailed description of Service Strategy Areas.

	<b>Service Strategy Area</b>	<b>Service Component</b>
1	Youth Development and Leadership Services	1. Cognitive Behavioral Intervention & Life Skills
		2. Substance Abuse Prevention
2	Place-Based Intervention and Diversion Services	1. Street Outreach Intervention
		2. Neighborhood Diversion
4	Family and Neighborhood Strengthening Support	1. Family Strengthening Support
		2. Neighborhood Strengthening Support

If your agency has any question(s) regarding these steps in the proposal submission process or requires additional technical assistance, please contact Jeremy Corrales by email at [jeremy.corrales@sanjoseca.gov](mailto:jeremy.corrales@sanjoseca.gov).

## 2.5 Evaluation Process

### 2.5.1 Selection Process

The BEST Grant Program will prescreen all proposal submissions for minimum eligibility requirements. Proposals will then be evaluated by a separate Review Panel for each Service Strategy Area consisting of raters who understand the needs of the community and those of the SJ Youth Empowerment Alliance’s Target Population. Once the Review Panels have rated the proposals and the Director of the Department of Parks, Recreation and Neighborhood Services has approved the final Eligible Service Provider List, the BEST Administrative Team will send a Notice of Inclusion on the Eligible Service Provider List to all applicants. The City reserves the right to accept or reject all proposals.

## 2.6 Grounds for Disqualification

Applicants must meet the Entry Criteria listed on page 3 of this document. Any proposal from an agency which does not meet the Entry Criteria and/or is missing the required information or attachments (see Section 2.4.3) will be automatically disqualified.

Applicants are expected to have read and understood [City Policy Manual 5.1.1 on Procurements and Contract Process Integrity and Conflict of Interest adopted on April 18, 2007](#). Any applicant who violates the Policy will be subject to disqualification.

Generally, the grounds for disqualification include:

- A. Contact regarding this application packet with any City official or employee or evaluation team other than the specified BEST Contact listed in the funding opportunity on WebGrants, from the time of issuance of this solicitation until the end of the protest period.
- B. Evidence of unlawful collusion, directly or indirectly, among applicants regarding the amount, terms, or conditions of this application.
- C. Influencing any City staff member or evaluation team member throughout the solicitation process, including the development of specifications.
- D. Evidence of submitting incorrect information in the response to a solicitation or misrepresenting or failing to disclose material facts during the evaluation process. In addition to violations of the Process Integrity Guidelines, the following conduct may also result in disqualification:
  - E. Offering gifts or souvenirs, even of minimal value, to City officers or employees.
  - F. Existence of any lawsuit, unresolved contractual claim, or dispute between the applicant and the City.
  - G. Evidence of applicant's inability to successfully complete the responsibilities and obligations of the application.
  - H. Applicants' default under any City agreement, resulting in termination of such agreement.

### **2.6.1 Conflict of Interest**

Also, in accordance with the City Policy Manual 5.1.1, proposer(s) selected to provide services under this RFQ will be subject to the following requirement:

Proposer(s) may not have any interest in any potential proposer for future City procurements that may result from the work performed under the agreement resulting from this application.

## **2.7 Objections and Appeals**

### **2.7.1 Objections**

Any objections as to the structure, content, or distribution of this RFQ must be submitted in writing prior to the RFW proposal submission due date to the contact person listed on the cover sheet of this document. Objections must be as specific as possible, and provide a description and rationale for the objection

### **2.7.2 Appeals**

If an unsuccessful applicant wants to dispute the eligibility recommendation, the Appeal must be submitted in writing to the contact person listed below no later than one week after Notice of Inclusion on the Eligible Service Provider List is posted. BEST Appeal Forms will be available upon request following the announcement of the

Eligible Service Provider List. There is no appeal process for proposals that are disqualified due to not meeting the minimum eligibility or proposal requirements.

Appeals must detail grounds for the appeal on a factual basis and must provide supporting documentation. Appeals will not be considered for disputes of proposal requirements and specifications, which must be addressed in accordance with the Objections (Section 2.7.1). Failure to submit a timely written Appeal to the contact person listed below will bar consideration of the Appeal.

**DEADLINE:** One week after Notice of Inclusion on the Eligible Service Provider List is posted.

The address for submitting appeals is:

ATTN: Jeremy Corrales

Department of Parks, Recreation and Neighborhood Services

200 East Santa Clara Street, 9th Floor

San José, CA 95113-1905

Email: [jeremy.corrales@sanjoseca.gov](mailto:jeremy.corrales@sanjoseca.gov)

### 3 SAN JOSÉ YOUTH EMPOWERMENT ALLIANCE

The Alliance is the City’s youth violence reduction strategy and continues the 31 years of leadership to improve the lives of San José’s youth, families and neighborhoods by addressing youth violence. The Alliance is a national model of collective impact that promotes youth development and community safety through a collaboration of stakeholder groups consisting of residents, school officials, community and faith-based organizations, local law enforcement, and city, county, and state government leaders.

#### Alliance MISSION

We exist to ensure safe and healthy opportunities for San José’s youth—free of violence and crime—to realize their hopes and dreams and to become successful and productive in their homes, schools, and neighborhoods.

The Alliance’s [Strategic Work Plan 2023-2025](#) broadens the focus from addressing gang violence to include other forms of youth violence that have shared risk and protective factors. The new work plan outlines a framework that includes outcomes and objectives that prioritize, align, and measure efforts to reduce violence in San José. The programs delivered by the City’s Youth Intervention Services, BEST providers and numerous stakeholders remain critical to maintain the lower levels of gang violence than in previous years. As the funding arm of the Alliance, the BEST Grant Program exists to fund agencies who are providing youth violence intervention and prevention services which align with the Alliance’s missions.

[A complete copy of the San Jose Youth Empowerment Alliance Strategic Plan 2023-2025 can be found at this link.](#)



## ***Children and Youth Services Master Plan***

The City of San José is currently in the process of developing a Children and Youth Services (CYS) Master Plan, a comprehensive cradle to career Master Plan. The overarching goal of the CYS Master Plan is to create and expand pathways and supports from cradle to career for all San José children and youth/young adults (birth through age 24). It is the vision that all children and youth/young adults, particularly those most vulnerable, have increased opportunities to gain 21st century skills that lead to better health outcomes, sustainable employment, and a competitive living wage so that they can live and thrive in this community.

The CYS Master Plan is being developed through a collaborative process led by the City Manager's Office in partnership with internal departments, educational leaders, parents/caregivers, youth/young people, and community stakeholders. This Plan will provide a strategic framework and guidance on policy priorities, investments, and alignment of programs and services to create opportunity pathways from cradle to career, from prevention to intervention. City staff recognize the importance of a whole child approach, The CYS Master Plan is expected to be presented to the City Council in April 2023.

The BEST grant funds as well as the City's Children and Youth Services Master Plan provide opportunities to enhance and broaden the City's ability to prevent youth violence in its various forms.

### **3.1 Service Allocation and Locations**

#### ***Hot Spots***

The Alliance recognizes that where young people live, learn and play matter, especially when it comes to youth development. Some communities are still experiencing the impact of historic underinvestment and limited access to resources and opportunities. The youth, young adults, and their families living in these areas face disproportionate challenges of high poverty, concentration of gangs and crime, limited economic opportunity, and inequitable education resources, housing instability and limited affordable housing options, and fewer supports.

Methodology – Hot Spots are areas that have experienced the most youth crime, including gang-related activity and crimes. Areas are determined on a bi-annual basis using qualitative data obtained through input sessions with the Alliance's Technical Team members, including City of San José's Youth Intervention Services staff, BEST funded Street Outreach Intervention agencies, and the San José Police Department. In addition, the selection process includes the development and review of a heat map utilizing San José Police Department youth crime and gang incident data with two added data overlays including the following: 1) *Equity Priority Communities* which are census tracts that have a high concentration of underserved populations, such a households with low incomes and people of color; and 2) *The Health Places Index* which is a tool that explores community characteristics like access to healthcare, housing, and education

The current list of Hot Spot Areas is provided by San José Police Department Division below. The name of the Hot Spot is selected based on a public park or facility within the area or by a well-known street or area. Hot Spot Area(s) are subject to change within this triennial grant period, as approved by the Alliance's Policy Team.

Hot Spot Area assignments are considered during both evaluation and award determination. Dependent on the current needs and priorities set by the San José Youth Empowerment Alliance's Policy Team and on current San José Police crime statistics, the BEST Administrative Team may seek providers who a) co-locate their services in a Hot Spot Area and/or b) primarily serve San José youth who live in a Hot Spot Area. BEST service providers are contracted in locations throughout San José, but the BEST Grant Program prioritizes services in Hot Spot Areas.

The current list of Hot Spot Areas approved by the City of San José are as follows:

*Central Division:*

1. Five Wounds/Olinder
2. Jeanne Avenue
3. Julian Street
4. Roosevelt Park

*Western Division:*

1. Cadillac/Winchester
2. Meadows
3. Santee/Phelan/Owsley Area
4. Washington

*Foothill Division:*

1. Capital Park
2. Mayfair
3. Overfelt Area
4. Poco Way
5. Plata Arroyo
6. Valley Palm and San José Apartments

*Southern Division:*

1. Coy Park/Tradewinds
2. Roundtable/Great Oaks
3. Seven Trees
4. Sylvandale

### Equity Priority Communities

Equity Priority Communities are census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color. A combination of additional factors helps define these areas. Learn more about the [demographic factors used to define Equity Priority Communities](#).

To access a map with the current list of [Hot Spot Areas and Equity Priority](#) Areas by clicking on this link.

## 3.2 Target Population Risk Factor Assessment

The Alliance Target Population includes youth ages 6 to 24 and their family members who exhibit risk factors associated with one of the following Target Population Risk Factor Assessments:

**At-Risk:** This category may be distinguished from other at-risk youth in that they are residing in a high-risk community (Hot Spot Areas, low socio-economic) and have some of the following gang risk characteristics.

1. Has a high potential to exhibit high-risk gang behaviors.
2. Has not had any personal contact with juvenile justice system.
3. Exhibits early signs of school-related academic, attendance and/or behavior problems.
4. Has periodic family crises and/or is a child welfare case.
5. Is low-income and/or lives in overcrowded living conditions.
6. Knows some neighborhood gang members but does not associate with them.
7. Is beginning to experiment with drug/alcohol use.

**High-Risk:** This category may be distinguished from the “at-risk” population based on the additional characteristics and level of intensity of the following:

1. Admires aspects of gang lifestyle characteristics.
2. Views gang member as "living an adventure."
3. Lives in gang “turf” area where the gang presence is visible.

4. Has experienced or participated in gang intimidation type of behaviors or has witnessed violent gang acts.
5. Feels unsafe being alone in neighborhood.
6. Has family members who have lived or are living a juvenile delinquent, criminal and/or gang lifestyle.
7. Has had several contacts with the juvenile justice system and law enforcement.
8. Does not see the future as providing for him/her; has a perspective of "you have to take what you can get."
9. Casually and occasionally associates with youth exhibiting gang characteristics.
10. Has a high rate of school absences, and experiences school failure and disciplinary problems.
11. Uses free time after school to "hang out" and does not participate in sports, hobbies or work.
12. Is suspicious and hostile toward others who are not in his/her close circle of friends.
13. Does not value other people's property.
14. Believes and follows his/her own code of conduct, not the rules of society.
15. Only follows advice of friends; does not trust anyone other than friends.
16. Uses alcohol and illegal drugs.
17. Has had numerous fights and sees violence as a primary way to settle disagreements/maintain respect.
18. May have been placed in an alternative home or living arrangement for a period
19. Does not have personal goals/desires that take precedence over gang impacted youth groups.

**Gang-Impacted:** Youth exhibiting high-risk behaviors related to gang lifestyles.

1. Has had several contacts with the juvenile justice system and law enforcement. Has likely spent time in juvenile hall. Has had a probation officer and/or may have participated in delinquency diversion program.
2. Has had numerous fights, and views violence as primary way to intimidate, settle disagreements and maintain respect.
3. May claim a turf or group identity with gang characteristics, but still values independence from gang membership.
4. Personally knows and hangs out with identified gang members.
5. Considers many gang-related activities socially acceptable.
6. Feels he/she has a lot in common with gang characteristics
7. Views gang involvement as an alternative source for power, money and prestige.
8. Wears gang style clothing and/or gang colors/symbols.
9. Promotes the use of gang cultural expressions and terminology.
10. Identifies with a gang-related affiliation and/or turf, but has not officially joined a gang. Is ready to join a gang.
11. Does not seek employment and regards "underground economy" as a viable option.
12. Probably has gang-related tattoos.
13. Has drawing of gang insignia or symbols on notebook/book covers, other personal items.

**Gang-Intentional:** This category is distinguished from all other categories in that youth must be identified and/or arrested for gang related incidents or acts of gang violence through the justice system (Police, DA, Probation, etc.)

1. May have been identified or certified as a gang member by law enforcement agencies.
2. Associates almost exclusively with gang members to the exclusion of family and former friends.
3. Views intimidation and physical violence as the way to increase personal power, prestige and rank in gang. He/she is active in "gang banging."
4. Regularly uses/abuses alcohol and other drugs.
5. Self identifies as a gang member.

6. Has spent time in juvenile hall, juvenile camp or a California Department of Corrections and Rehabilitation Division of Juvenile Justice facility (formerly the California Youth Authority).
7. Regularly deals with gang rival and allied gang business.
8. Has gang-related tattoos.
9. Identifies specific individuals or groups as enemies.
10. Is engaged in the gang lifestyle.
11. Rejects anyone or any value system, other than that of the gang.
12. Believes that the gang, its members, and/or his/her family live for or will die for the gang.
13. Has fully submerged his/her personal goals and identity in the collective identity and goals of the gang.
14. Has adopted and/or earned gang status within the gang system

\*Please note that for Service Strategies 2 & 4, Target Population may also include residents of the Hot Spot(s) being served.

### 3.3 Service Strategy Areas

Applicants must demonstrate their agency’s ability to provide services that align with one of the five (5) Service Strategy Areas outlined in the table below and described in further detail in sections 3.3.1 through 3.3.5. Applicants may only submit one (1) proposal per Service Strategy Area, but may apply to all five (5) Service Strategies. Applicants should clearly define the activities proposed and illustrate how the activity contributes to achieving outcomes identified in the BEST Program Logic Model provided at the end of this section.

Applicants will be required to identify, at minimum, one (1) Outcome(s) within each Service Strategy Logic Model they intend to achieve through the program they are proposing. Applicants may identify additional Outcome(s) not listed in the Service Strategy Logic Model. Applicants must demonstrate the ability to effectively measure the Outcome(s) they propose.

#### SERVICE STRATEGY AREA DESCRIPTIONS

	Service Strategy Area	Program Model	Supported Programs & Approaches
1	<b>YOUTH DEVELOPMENT AND LEADERSHIP SERVICES</b>	Cognitive Behavioral Intervention & Life Skills	<ul style="list-style-type: none"> <li>• Improving social-emotional skills, consider other people’s perspectives and control anger</li> <li>• Cultural, arts, and enrichment</li> <li>• Youth-led, organizing, advocacy and civic engagement</li> <li>• Youth voice and agency in program decision making</li> </ul>
		Substance Abuse Prevention	<ul style="list-style-type: none"> <li>• Prevention during key transition periods (middle to high school)</li> <li>• Recognize internal pressures and external pressures that may influence decision to use</li> <li>• Developing skills to resist stress and peer pressures effectively</li> </ul>
2	<b>PLACE-BASED INTERVENTION AND DIVERSION SERVICES</b>	Street Outreach Intervention Services	<ul style="list-style-type: none"> <li>• Youth Contact &amp; Engagement in Neighborhood</li> <li>• Neighborhood Climate Check and Diversion Services</li> <li>• Mediation Services</li> <li>• Crisis Response and Intervention</li> </ul>
		Neighborhood Diversion Services	<ul style="list-style-type: none"> <li>• Place-based strategies in neighborhood</li> <li>• Build credible messengers with lived experiences in the neighborhood being served</li> <li>• Build capacity with cross-sector partnerships</li> <li>• Effectively engage and enhance trust among residents, neighbors, neighborhoods and/or with government</li> </ul>

3	<b>VOCATIONAL &amp; JOB TRAINING SERVICES</b>	Employment Readiness	<ul style="list-style-type: none"> <li>• Employment training and placement</li> <li>• Job placement support</li> <li>• Higher education supportive services</li> </ul>
4	<b>FAMILY AND NEIGHBORHOOD STRENGTHENING SUPPORT</b>	Family Strengthening Support	<ul style="list-style-type: none"> <li>• Cultivate supportive parent–child relationships</li> <li>• Parental advocacy</li> <li>• Support parents’ pursuit of information and support services</li> </ul>
		Neighborhood Strengthening Support	<ul style="list-style-type: none"> <li>• Members of the community engaging other residents to build trust and create healthier neighborhoods</li> <li>• Provides information about health and safety and how to access resources</li> <li>• Creative strategies to talk to the community about issues to safety</li> </ul>
5	<b>INDIVIDUAL AND WHOLE FAMILY SUPPORTIVE SERVICES</b>	Case Management Intervention Services	<ul style="list-style-type: none"> <li>• Individualized approach to determine short, intermediate, and long-term goals</li> <li>• Risk Assessment to determine need and appropriate resources</li> <li>• Align and link child/youth and adult support and services</li> <li>• Measure and account for outcomes for both children and their parents</li> <li>• Promotes responsible parenting, family life, and leadership skills</li> <li>• Partner with other organizations to provide services</li> </ul>

Applicants who wish to be qualified to provide services in more than one Service Strategy Area must submit one (1) proposal for each Service Strategy Area they would like to be qualified for. Each proposal will be reviewed and rated as a unique proposal and thus, applicants should be mindful to include all relevant information in every proposal they submit.

At a minimum, any service an applicant proposes should accomplish the following:

- Take a strength-based or evidence-informed approach;
- Implement evidence-informed practices and evidence-based principles;
- Be culturally competent, gender-responsive, and multilingual (where appropriate); and,
- Provide a safe space for children and youth.

Services must be provided in a **culturally responsible** manner to the entire target population, demonstrating fair and equitable practices for participants of diverse identities including gender, age, religion, race, ethnicity, sexual orientation, gender identity, and disability. The BEST Grant Program makes every effort to maintain and promote an organization that provides the highest quality of services to participants regardless of actual or perceived sexual orientation, gender identity, or gender expression. Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+) participants served through the BEST Grant Program shall receive fair and equitable treatment, without fear of negative bias of discrimination and in a professional and confidential manner based on principles of sound professional practice.

All programs and curricula must be **culturally relevant** to also be inclusive of the above in addition to being **linguistically diverse, trauma-informed, and immigrant welcoming**. Curricula should focus on recognizing harmful behavioral and thought patterns and providing tools and coping mechanisms to shift negative thinking in ways that produce positive behavioral outcomes

Services may also incorporate **youth-led** services and/or activities and provide a safe space and empower young people to address local issues such as violence prevention activities are highly encouraged. Youth-led programs

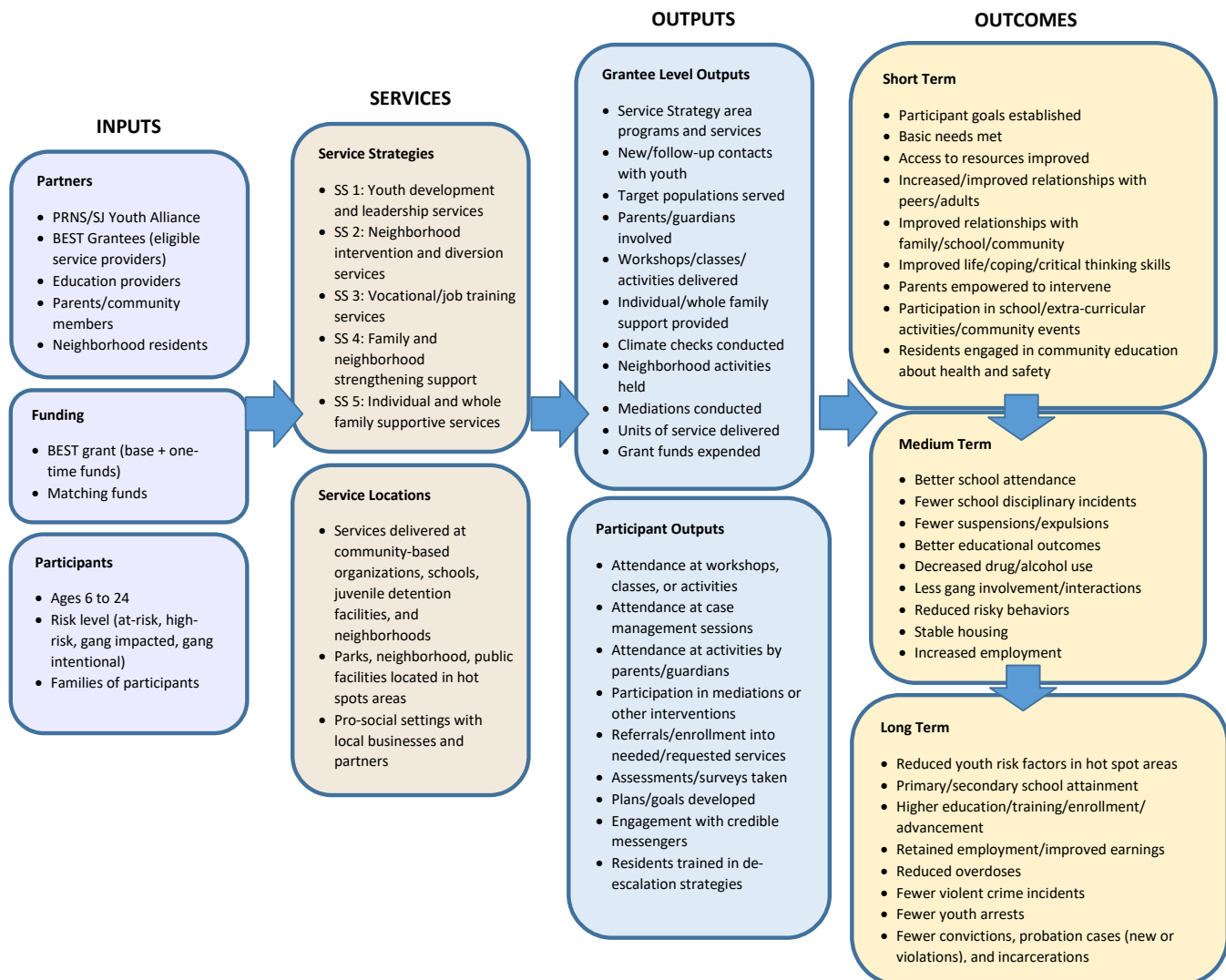
engage youth in collective activities and experiences that spark their interest and enhance their ability to be catalysts for positive change within their communities.

Services proposed must be **data driven**. Data driven programs are those where data shapes program design and informs decision making during the life of the program. Programs should incorporate into their model the following: 1) how program data is collected, 2) how data is evaluated and used to understand key issues and causes of problem program is trying to address, 3) provide evidence as to why proposed services will address problem, and 4) prioritize actions to adapt and improve program(s).

Agencies applying for funding in the Neighborhood Intervention and Diversion Service Strategy Area should understand that Street Outreach Intervention Services will be funded for services rendered in Hot Spots ONLY. Services such as number of youths served, hours worked, and other program outputs will be designated to the assigned Hot Spot Area in which the applicant receives funding (see Section 3.1).

### THE BEST LOGIC MODEL

The Department has developed a BEST Logic Model that lists Service Strategy Area services and how they are linked to the program outputs and the outcomes. Applicants should clearly define the activities proposed and illustrate how the activity aligns with and contributes to achieving outcomes identified in the BEST Program Logic Model.



### 3.3.1 Service Strategy 1: Youth Development and Leadership Services

Through the Youth Development and Leadership Service Strategy area, the BEST Grant Program is seeking applicants to deliver two different program models that provide Cognitive Behavioral Intervention & Life Skills and/or Substance Abuse Prevention direct services that align to the risk levels of the participants. Applicants may apply for one or both program models under the 'Youth Development and Leadership Services' Funding Opportunity in WebGrants.

#### **Cognitive Behavioral Intervention & Life Skills**

Programs in the *Cognitive Behavioral Intervention & Life Skills* services area should engage youth within their communities, schools, organizations, peer groups, and families in a manner that is supportive, and asset driven. Services should provide youth with access to positive youth development services that recognize and enhance youths' strengths and promote positive outcomes for young people by providing opportunities, connecting positive relationships, and furnishing support needed to build on their leadership strengths.

Services should also focus on intrapersonal and interpersonal skills, critical thinking and decision-making activities, enhancing youth school engagement (e. g. attendance, positive emotional connection, engaging school behavior, involvement in school activities and/or leadership, academic support, tutoring), reduce issues within school, and mitigate truancy/dropping out.

#### **Priority Target Population Risk Factor Assessment**

- At-Risk
- High Risk

#### **Supported Programming and Approaches**

- Cultural, Arts and Enrichment
- Youth-Led Programs
- Youth Leadership, organizing, advocacy and civic engagement
- Youth Voice and agency in program decision making

#### **Substance Abuse Prevention**

This service may also provide programs, whether peer-to-peer or staff-driven, aimed at decreasing the target youth risk of alcohol and drugs use. Programs should also employ early identification and intervention techniques to identify youth who have been experimenting and/or recreating with alcohol, marijuana, and illegal substances in a pattern that has led to regular personal reliance or patterns of self-medicating.

All services should include an assessment tool which identifies youth exhibiting risk behaviors such as: possessing substances on the school campus or in the home or community, association with known substances abusers, sudden poor academic performance, and other risk indicators of substance abuse. For youth whose need exceeds prevention or early intervention services and/or are severely addicted, this Service Strategy should also serve as a gateway to intervention and treatment services.

#### **Priority Target Population Risk Factor Assessment**

- At-Risk
- High-Risk



### **Supported Programming and Approaches**

- Cognitive Behavioral Intervention
- Substance Abuse Prevention

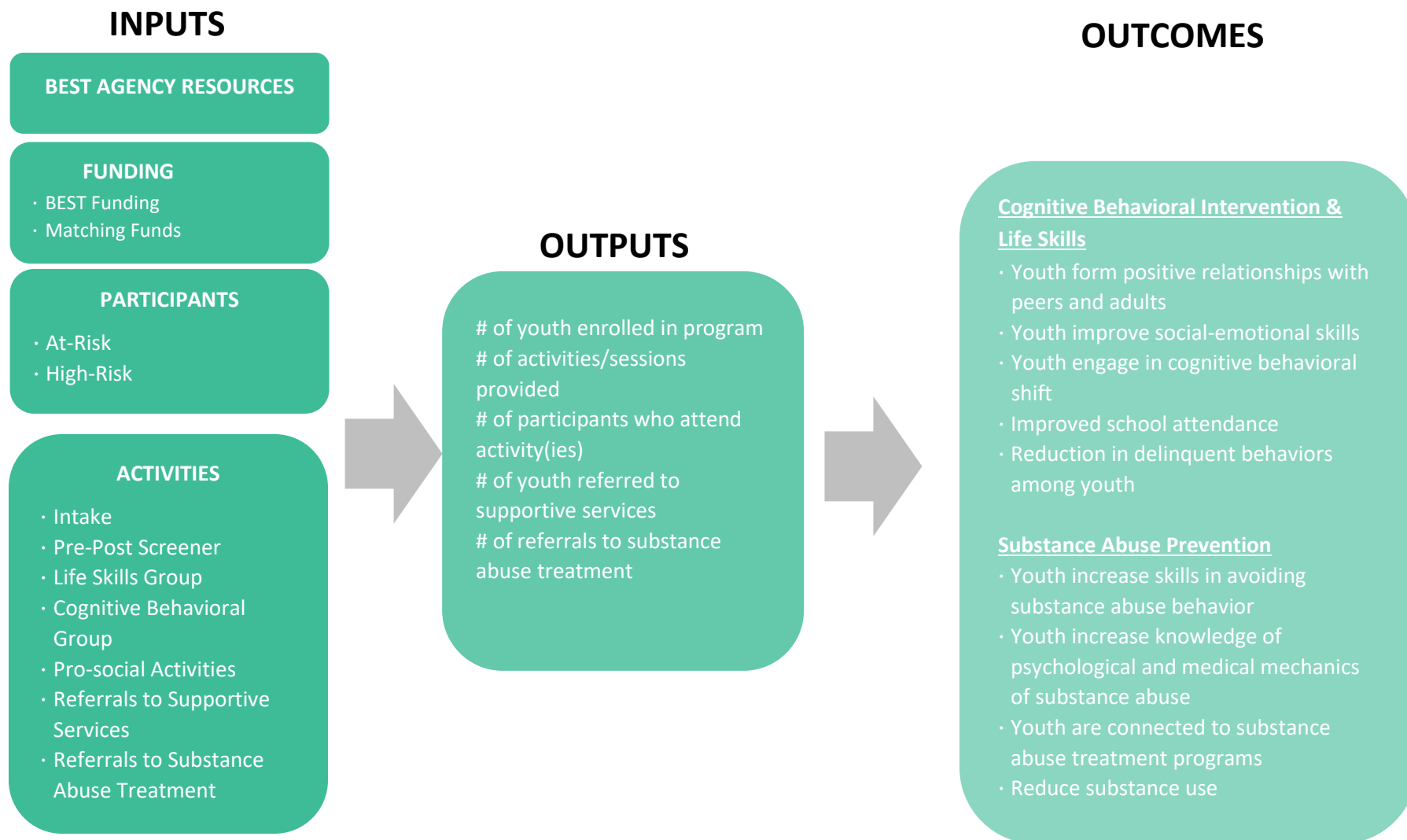
### **School Coordination for Programs funded under Youth Development and Leadership Services Strategy**

School-based prevention/intervention programs can positively impact a range of social, emotional, and behavioral outcomes. School-based interventions are most effective if they are coordinated with existing academic priorities and mental health programs and accurately implemented. It is key that services funded by the BEST Grant Program are coordinated in partnership with the Santa Clara County Office of Education, County of Santa Clara Mental Health Department, School Linked Services, Juvenile Probation, and individual school districts and schools. School Coordination will consist of the BEST Administrative Staff facilitating meetings with school partners and school service providers and tracking the delivery of services, service outputs and outcomes of each school served through the BEST Grant Program.

Agencies awarded to provide school-based services will be required to conduct pre- and post-service coordination meetings with the district(s) and/or school(s) being served to foster relationships with school administrators, establish expectations, communicate scope of work, and share program outcomes. The City will provide support and tools to ensure successful collaboration and execution of services.

NOTE: Applicants in this Service Strategy may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Narrative response, Program Budget response, Logic Model, and Staff Model for each program proposed.

**Logic Model for Service Strategy 1:**  
Youth Development and Leadership Services



### 3.3.2 Service Strategy 2: Place-Based Intervention and Diversion Services

Through the Place-Based Intervention and Diversion Service Strategy area, the BEST Grant Program is seeking applicants to deliver two different program models that provide Street Outreach Intervention and/or Neighborhood Diversion direct services that align to the risk levels of the participants and residents and neighborhoods at different risk levels. Applicants may apply for one or both program models under the 'Place-Based Intervention and Diversion Services' Funding Opportunity in WebGrants.

#### **Street Outreach Intervention Services**

*Street Outreach Intervention Services* should engage youth and families at highest risk for gang involvement in City-identified Hot Spot Areas (Section 3.1). Agencies should have extensive experience in the Hot Spot(s) they intend to serve including knowledge of gang climate and culture; capacity to serve the target population; and experience providing services in proposed Hot Spot Area(s).

Street Outreach Workers will reach out to Hot Spots to make contacts with youth, families, schools, and other service providers. Outreach and mediation activity will occur in targeted neighborhoods and surrounding areas, at the street and home level to provide youth positive adult relationships, access to resources, and introduce youth to alternative lifestyles.

The BEST Grant Program follows a *Street Outreach Intervention Services* strategy which is in alignment with the OJJDP Comprehensive Gang Model and works in a cooperative relationship with other agencies, including Santa Clara County Probation Department, San José Police Department, Santa Clara County Sheriff's Office, various social service agencies, and schools. All Street Outreach Intervention Services will occur in Hot Spot Area(s) (in the street and home) and determined based on need of Hot Spot. Street Outreach Intervention Services staff are expected to serve gang-impacted and gang-intentional youth who can be difficult to reach and engage through institutionalized services (see Section 3.2 for the San José Alliance Target Population Risk Factor Assessment).

During contract negotiations, the BEST Grant Program administrative team will negotiate Hot Spot assignments as well as activity requirements around the Units of Service (UOS) and/or program outcomes to be achieved in each Hot Spot Area.

Agencies proposing to provide Street Outreach Intervention Services are required to also apply for Service Strategy Area 5: Individual & Whole Family Supportive Service (see Section 3.3.5).

**Street Outreach Intervention** agencies who are awarded will be:

- Assigned to Hot Spot(s) based on their agency experience and qualification. Hot Spot assignments will be made at the discretion of the BEST Grant Program's administrative team.
- Required to participate in the Community Crisis Intervention Team (CCIT). CCIT meets with the San José Alliance, Youth Intervention Service Staff and San José Police Department representative(s) on a weekly basis.
- Required to attend meetings related to incident and crisis response.

Below is a list of Activity Descriptions associated with Street Outreach Intervention Services. Applicants are not required to use all activities listed and may add additional activities. Any additional activities must be defined and explained in the proposal through the agency's Program Logic Model and the narrative responses (Section 2.4.4).

<b>Activity Descriptions</b>	
<b>Climate Check</b>	Physical monitoring/presence (driving in neighborhood, presence at event, visiting community center) in Hot Spot and/or surrounding area. Assess climate, area activity and unsafe neighborhood conditions (graffiti, illegal dumping, disabled streetlights).
<b>Cold Street Contact</b>	Interaction with youth in designated Hot Spot, including those not participating in program. Engage friends and associates of program participants. Contact may occur at known hangouts in and around Hot Spot Areas.
<b>Rapport-Building</b>	Build relationships with youth and their families to reduce participants' bonds to gangs and to reduce gang-related conflict and violence,
<b>Referrals to Supportive Services</b>	Redirecting youth and/or family to additional services and resources which are identified based on youths need. Follow-up on referral to ensure youth and/or family is connected to service.
<b>Pro-Social Activities</b>	Youth interest-based activities that benefit others and promote healthy, culturally desirable and appropriate behaviors. Provide opportunity for youth to interact and build positive relationships with adults and their peers. To build positive social skills.
<b>Group Mediation</b>	Intervening with two or more members of each gang after an incident has occurred or when there is a rumor of a potential incident. Facilitating de-escalation sessions with members of both gangs to discuss issues/solutions.
<b>1:1 Mediation</b>	Intervening with one member of each gang after an incident has occurred or when there is a rumor of a potential incident. Intervening with one gang member and a family member (s) when and incident occurred or where there is potential for future incidents.
<b>Crisis Response</b>	Intervening response should be coordinated through Community Crisis Intervention Team (CCIT). Intervening with one or more gang members in immediate response to incident within 24 hours of the coordinated response.

### **Priority Target Population Risk Factor Assessment for Street Outreach Intervention**

- Gang-Impacted
- Gang-Intentional

### **Supported Programming and Approaches**

- Youth Contact & Engagement in Neighborhood
- Mediation Services
- Neighborhood Climate Check and Diversion Services
- Crisis Response and Intervention

### **Neighborhood Diversion Services**

Proposed programs should educate, train, and engage the public, community, and neighborhood organizations on how to de-escalate crisis situations, support neighbors in distress, utilize alternative responses, and reduce reliance on police response.

Violence interruption programs reduce violence through targeted interventions that interrupt ongoing conflict and prevent violence. Such programs focus on shifting community norms surrounding conflict resolution.

Neighborhood Diversion Services will be prioritized in Hot Spots listed in Section 3.1.

### **Priority Target Population Risk Factor Assessment for Neighborhood Diversion**

- High-Risk
- Gang-Impacted
- Gang-Intentional
- Residents of Hot Spot being served

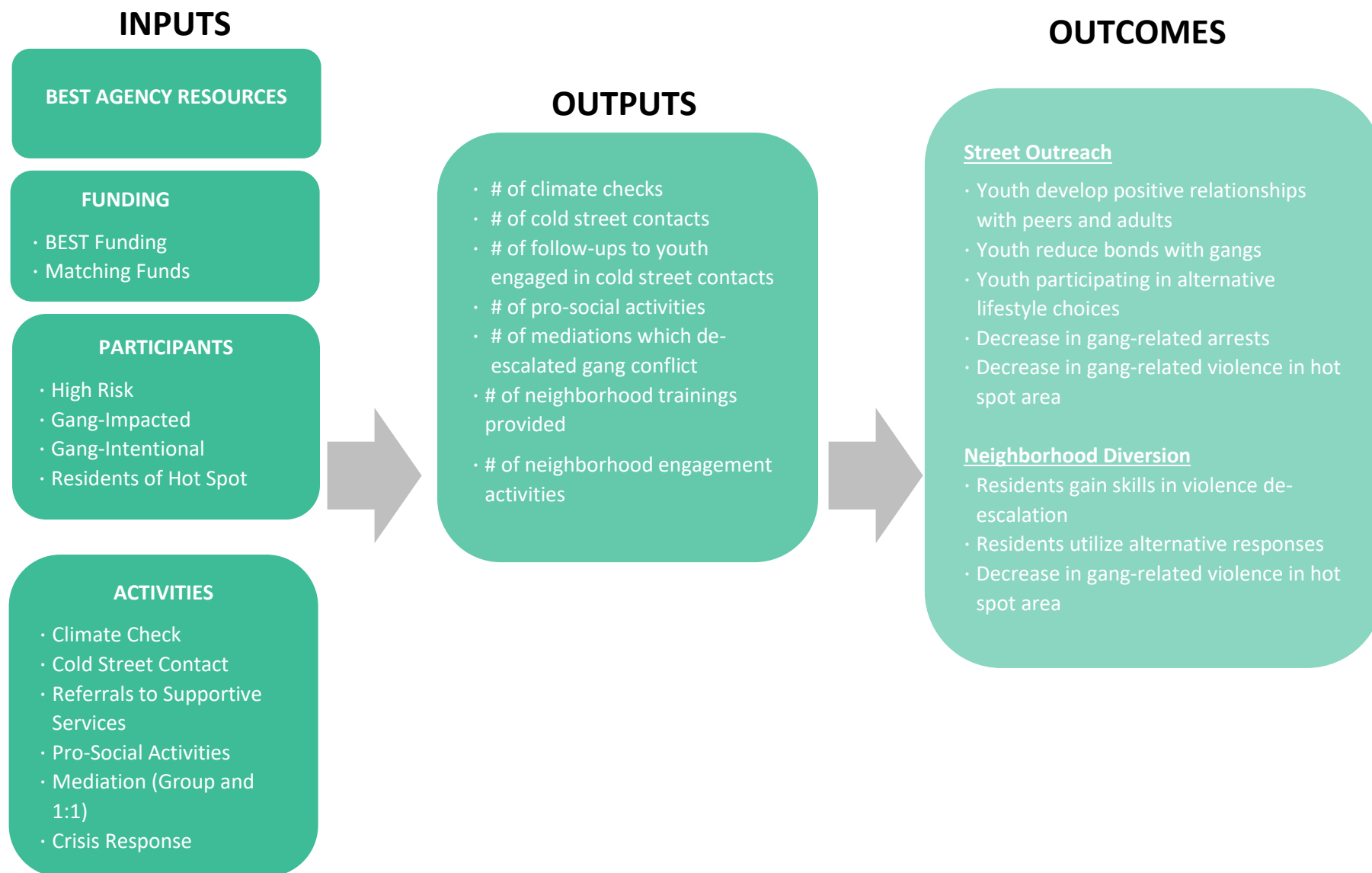
### **Supported Programming and Approaches**

- Place-based strategies in neighborhood
- Build credible messengers with lived experiences in the neighborhood being served
- Build capacity with cross-sector partnerships
- Effectively engage and enhance trust among residents, neighbors, neighborhoods and/or with government

NOTE: Applicants in this Service Strategy may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Narrative response, Program Budget response, Logic Model, and Staff Model for each program proposed.

## Logic Model for Service Strategy 2:

### Place-Based Intervention and Diversion Services



### 3.3.3 Service Strategy Area 3: Vocational & Job Training Services

Through direct services, the BEST Grant Program is seeking applicants to deliver culturally responsible and evidence-informed Vocational and Job Training programs that align to the risk levels of the participants.

#### Vocational & Job Training Services

Programs proposed in the *Vocational & Job Training Services* area should offer employment training programs for youth who are involved or at risk of becoming involved in the juvenile justice system to prepare participants for employment and may also provide job placement services and the support necessary to help participants retain employment already secured. Services in this Service Strategy Area give preference to youth who are disengaged from established groups or institutions and focus on mitigating issues such as high truancy, chronic unemployment, and other high-risk characteristics. Services should also address the relationship between crime and unemployment and provide a vocational training and work opportunities to discourage future delinquency and involvement with the justice system. In addition to employment support, Vocational/Job Training Services may include support services aimed at helping participants obtain high school diploma equivalency testing, GED certification, or other educational goals.

Services in the *Vocational & Job Training Services* Area should address the relationship between crime and unemployment. Education, job readiness, and vocational preparation reduce delinquent behavior among youth. Providing youth with vocational training and work opportunities is a common strategy for discouraging future delinquency and involvement with the justice system. Proposed services in the *Vocational & Job Training Services* area should give preference to youth who are disengaged from established groups or institutions and focus on mitigating issues such as high truancy, chronic unemployment, and other high-risk characteristics.

Successful employment training programs for youth who are involved or at risk of becoming involved in the juvenile justice system will prepare participants for employment and may also provide job placement services and the support necessary to help participants retain employment already secured. This comprehensive approach usually requires collaboration among an array of service providers and/or a service agency with funding for multiple service components. In addition to employment support, Vocational/Job Training Services may include support services aimed at helping participants obtain high school diploma equivalency testing, GED certification, post-secondary, or other high education goals.

Awarded agencies who are funded in this Service Strategy will be required to work in collaboration with other BEST agencies to establish a system of referrals to their vocational or job training services in accordance with Evidence-Informed multi-service strategies. It is also required that agencies providing Vocational and Job Training Services will partner with at least one other employment and/or training entity to ensure youth outcomes are met.

#### **Priority Target Population Risk Factor Assessment**

- High-Risk
- Gang-Impacted
- Gang-Intentional

#### **Supported Programming and Approaches**



- Employment training and placement
- Job placement support
- Higher education supportive service

**Logic Model for Service Strategy 3:**  
Vocational and Job Training Services

**INPUTS**

**BEST AGENCY RESOURCES**

**FUNDING**

- BEST Funding
- Matching Funds

**PARTICIPANTS**

- High-Risk
- Gang-Impacted
- Gang-Intentional

**ACTIVITIES**

- Intake
- Pre and Post Screener
- Referral to Supportive Services
- High School Equivalency Diploma/GED
- Career Development and Job Training
- Job Placement



**OUTPUTS**

- # of youth who receive vocational or job training services
- # of intakes completed
- # of youth who increase academic performance
- # of youth who are employed or certified through BEST services
- # of referrals to supportive services that resulted in use of a new resource



**OUTCOMES**

- Youth attain job-related competencies
- Youth connected to opportunities for academic or occupational training
- Youth attain skills for employment
- Youth complete additional education
- Youth receive GED or vocational training certificate
- Youth find and retain employment

### 3.3.4 Service Strategy Area 4: Family and Neighborhood Strengthening Support

The funding Through the Family and Neighborhood Strengthening Support Service Strategy area, the BEST Grant Program is seeking applicants to deliver *Family Strengthening Support and Neighborhood Strengthening Support* direct services that align to the risk levels of the participants and residents and neighborhoods at different risk levels. Applicants may apply for one or both program models under the 'Family and Neighborhood Strengthening Support' Funding Opportunity in WebGrants.

#### **Family Strengthening Support**

Parents/guardians are a critical factor in the social development of children. Numerous studies have produced findings that indicate parental behavior can either increase or decrease an adolescent's risk for delinquency and/or risky behavior. Services in the *Family Strengthening Support* area should focus on providing support and develop skills within parents/guardians of youth who fall within the Target Population Risk Factor Assessment.

Parent/guardian training includes a curriculum to assess and enable/encourage the following: cultivating supportive parent-child relationships, positive disciplinary methods; close parental monitoring and supervision; parental advocacy for their children; and parents' pursuit of information and support services to aid with consistently buffering youth from influences leading to risky behaviors. Positive reinforcement skills are taught, and parents learn to decrease inappropriate punitive behaviors and chastisements. Services are also intended to increase family access to services and provide parents/caregiver to become more involved in their children's healthy development.

#### **Priority Target Population Risk Factor Assessment for Family Strengthening Support**

- High-Risk
- Gang- Impacted
- Gang-Intentional

#### **Supported Programming and Approaches**

- Cultivate supportive parent-child relationships
- Parental advocacy
- Support parents' pursuit of information and support services

#### **Neighborhood Strengthening Support**

The common aim in the *Neighborhood Strengthening Support* services area is to build community capacity through a range of activities, such as outreach, community education, informal counseling, social support, and advocacy. Services for Neighborhood Strengthening Support should include place-based integrated services planned and delivered in partnership with the community members that reside in Hot Spots.

Programs should use pre-existing networks in the Hot Spot to include populations that have traditionally had poor access to community services and resources. The cultural capacity of these individuals allows them to deliver messages about available services in a way that is well received and less likely to be perceived as threatening.

**Priority Target Population Risk Factor Assessment for Family Strengthening Support**

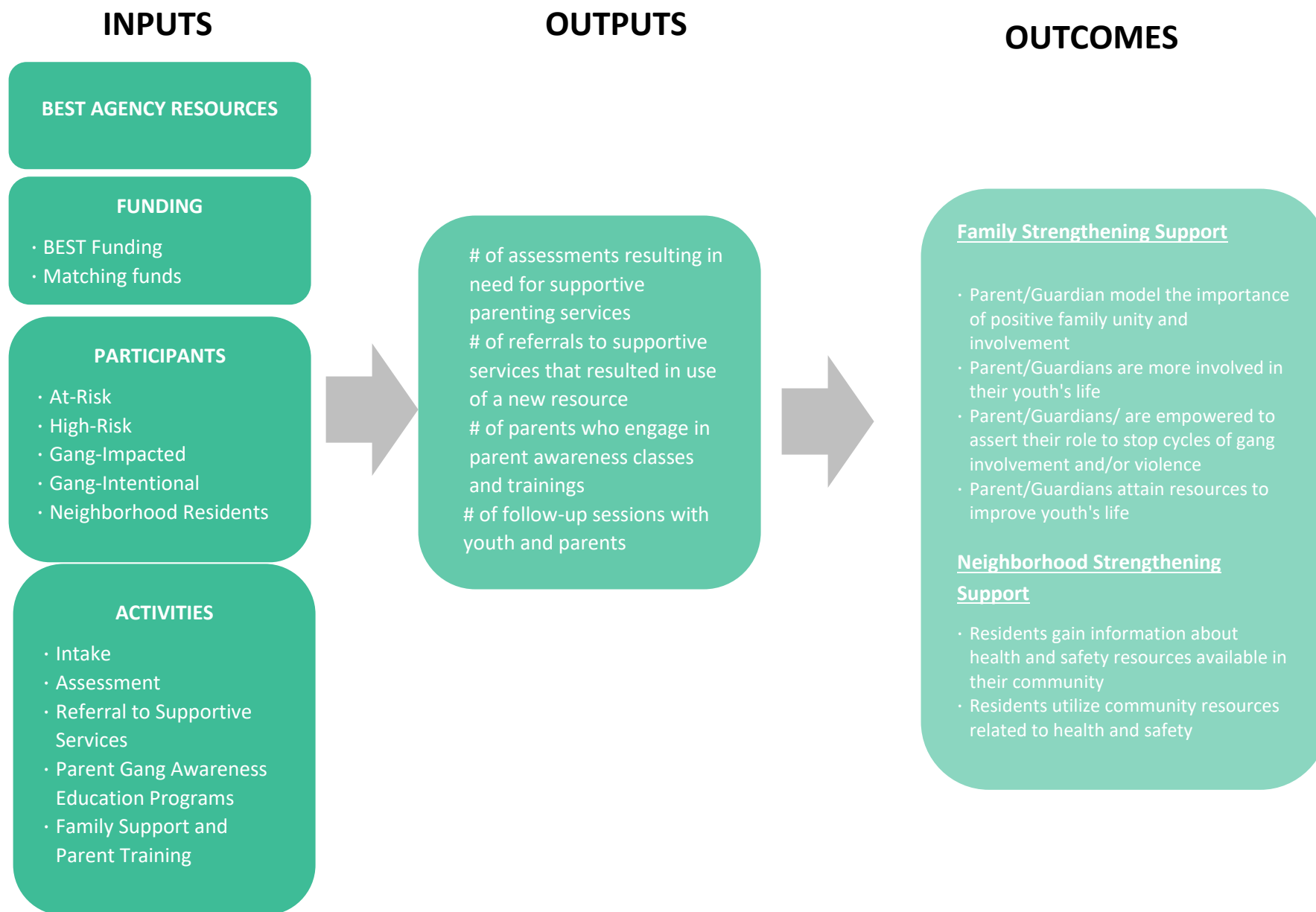
- At-Risk
- High-Risk
- Gang-Impacted
- Gang-Intentional
- Residents of Hot Spot being served

**Supported Programming and Approaches**

- Members of the community engaging other residents to create healthier neighborhoods
- Provides information about health and safety and how to access resources
- Builds trust with other neighbors to partner and create a synergy that comes with inclusion and participation
- Creative strategies to talk to the community about issues to safety

NOTE: Applicants in this Service Strategy may propose up to two (2) different programs. Applicants proposing to provide more than one (1) program will be required to submit a separate Narrative response, Program Budget response, Logic Model, and Staff Model for each program proposal.

**Logic Model for Service Strategy 4:**  
Family and Neighborhood Strengthening Support



### 3.3.5 Service Strategy Area 5: Individual & Whole Family Supportive Services

Through direct services, the BEST Grant Program is seeking applicants to deliver Case Management direct services to individuals and whole family that align to the risk levels of the participants and family.

#### Case Management Intervention Services

Services in this area should provide an individualized case management approach to developing short, intermediate, and long-term goals with youth who are at highest risk for gang involvement. Proposed services in this Service Strategy Area should focus on providing individualized support for gang-impacted and gang-intentional youth which ensures a successful shift away from gang involvement. Case management services should, at minimum, include an extensive risk assessment and individualized service plan for youth, and provide the services necessary to reach their identified service plan goals. Services provided through this Service Strategy Area must be paired with service(s) in another Service Strategy Area.

The *Whole-Family Approach* is a subset of case management intervention services, and this approach seeks to strengthen families and their core capabilities so that both adults and children flourish in all aspects of their lives. The *Whole Family Approach* is a family-led strategy that provides adults and children with the tools they need to set goals together, create plans, and to achieve those goals. While families are made up of individuals, their challenges and successes are interdependent. Family members work together to support each other's goals and achieve long-term change and stability.

Awarded agencies who are funded to provide Whole-Family services will be required to work in collaboration with other BEST funded agencies to establish a system of referrals to a Family Strengthening Support Program.

Program staff must be skilled in communicating with children, youth, and families to help them strengthen interpersonal, parenting, and problem-solving skills. Elements of effective work with families include engaging families and youth; providing direct assistance with challenges the family is facing and providing resources, including counseling, parent coaching, and modeling; and continuing to assess with the family their strengths, needs, and progress.

Applicants will only be qualified for Individual & Whole Family Supportive Services if they also applied for another Service Strategy Area and are qualified to provide services in any one of the other four (4) Service Strategy Areas.

Case management intervention services will require that participants are assessed through a Child and Adolescent Needs and Strengths (CANS) risk assessment tool and complete an individualized service plan for youth and/or the whole family to provide the services necessary to reach their identified service plan goals.

#### **Priority Target Population Risk Factor Assessment**

- Gang-Impacted
- Gang-Intentional
- Participant Family Members

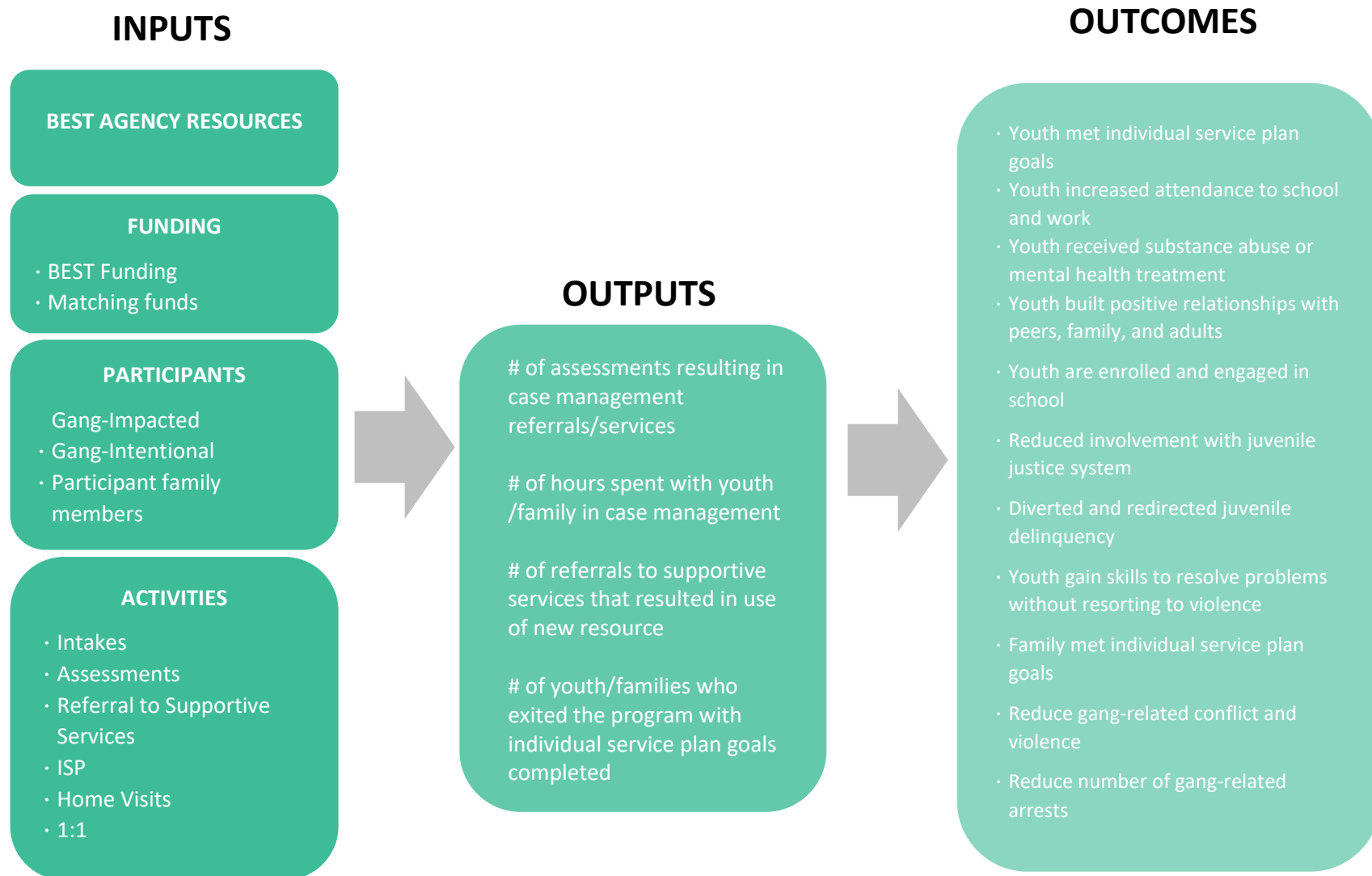
#### **Supported Programming and Approaches**

- Individualized and whole family approach to determine short, intermediate, and long-term goals

- Risk Assessment to determine need and appropriate resources
- Align and link child/youth and parent/guardians to support services
- Measure and account for outcomes for both children and their parents/guardian



**Logic Model for Service Strategy 5:**  
Individual & Whole Family Supportive Services



### 3.4 Public Nature of Proposal Material

All correspondence with the City, including proposals submitted to this RFQ, will become the exclusive property of the City and will become public records under the California Public Records Act (Cal. Government Code section 6250 et seq.). All documents that are sent to the City will be subject to disclosure if requested by a member of the public. There are a very limited number of narrow exceptions to this disclosure requirement.

Therefore, any proposal that contains language purporting to render all or significant portions of their proposal “Confidential,” “Trade Secret,” or “Proprietary,” or fails to provide the exemption information required as described below, will be considered a public record in its entirety. Do not mark your entire proposal as “Confidential.”

The City will not disclose any part of any proposal before it announces a recommendation for award, on the grounds that there is a substantial public interest in not disclosing proposals during the evaluation process. After the announcement of a recommended award, all proposals received in response to this RFQ will be subject to public disclosure. If you believe that there are portion(s) of your proposal that are exempt from disclosure under the Public Records Act, you must mark it as such and state the specific provision in the Public Records Act that provides the exemption, as well as the factual basis for claiming the exemption. For example, if you submit trade secret information, you must plainly mark the information as “Trade Secret” and refer to the appropriate section of the Public Records Act that provides the exemption, as well as the factual basis for claiming the exemption.

Although the California Public Records Act recognizes that certain confidential trade secret information may be protected from disclosure, the City of San José may not be able to establish that the information that an applicant submits is a trade secret. If a request is made for information marked “Confidential,” “Trade Secret,” or “Proprietary,” the City will provide applicants who submitted the information with reasonable notice to seek protection from disclosure by a court of competent jurisdiction.

### 3.5 Grant Proposal Cost/No City Obligation

This RFQ does not commit the City to pay any cost incurred in the submission of a response, any necessary studies or designs for the preparation thereof, or the purchase or contract for services related to the preparation of a submission. The City is not obligated to enter into any contracts.

### 3.6 Availability of Funds

The City of San José is seeking to invest City funds in effective programs, conducted by qualified organizations whose programs are shown to achieve quality outputs and outcomes for its youth participants. Please note that an agency’s placement on the Eligible Service Providers List:

- Does not obligate the City to enter into an agreement with the agency;
- Does not guarantee an award in all Service Strategy Areas the agency was qualified for; and,
- Does not guarantee the full grant amount requested as the City retains the right to fund all or a portion of a qualified service provider’s proposed services and estimated program costs.

Total funding available may vary from year to year, and is contingent upon City Council approval. It is possible that some agencies placed on the Eligible Service Provider List may not receive BEST funding for any given program year throughout this triennial period. By issuing this Request for Qualifications, the City does not make any assurances that it will enter into any such contracts.

### **3.7 Interview to Determine Award**

Agencies that are included in the Eligible Service Provider List are not automatically eligible for funding. Prior to making a final award recommendation, agencies will be notified of their inclusion on the Eligible Service Provider List and invited to interview.

Agencies will be given a minimum of one (1) weeks' notice prior to the interview date via e-mail. Agencies are required to bring a minimum of two (2) key program staff who will be implementing the proposed service. In the e-mail, agencies will be given the following information:

- Interview Date, Time, and Location;
- Interview Agenda; and,
- Interview Questions.

Agencies are strongly encouraged to review their proposal, the interview questions, and the San José Youth Empowerment Alliance's Strategic Workplan 2023-2025 (entitled San José Youth Violence Prevention Strategy) prior to attending the interview. Interviews may take up to approximately two (2) hours in total.

To review the [Alliance's Strategic Work Plan 2023-2025](#) (entitled San José Youth Violence Prevention Strategy), please follow the link.

The City reserves the right to not interview agencies included on the Eligible Service Provider list, based on availability of funding and other criteria.

### **3.8 Award Recommendation & Notification**

The BEST Grant Program administrative team will interview prospective agencies before determining if and what award amount(s) will be made. When determining final award recommendations, the BEST Grant Program reserves the right to consider information not included in agencies' submitted proposals, including demonstrated performance in prior partnerships with the City. Previously funded agencies must be in good standing with the City of San José. Past performance demonstrated by proposing agencies under this, other grant programs and /or other service agreements administered by the City will be considered with the agency performance criteria as part of the proposal rating and other factors used to determine awards.

Final award recommendations are made with the available funding and BEST service priorities in mind. Once the Department Director approves the final award recommendation, agencies will be notified of their award status. Final award shall be contingent upon each awarded agency's acceptance of Terms and Conditions in substantial conformity to the terms listed in the Grant Exemplar. Please refer to the Attachment section in WebGrants to review the BEST 2023-2026 Exemplar Template.

Agencies who are awarded will be given their award amount upon notification of award. Once agencies have been notified of their funding, they will be required to attend a Grantee Negotiation Meeting and will be asked to bring required documents listed under Section 3.9.1.

The purpose of the Grantee Negotiation Meetings is to negotiate both the award and the level of service expected for the award amount prior to finalizing the grant agreement. Please note that upon notification of award, agencies will be provided with the City's template for each of the items listed in Section 3.9.2, and agencies will be expected to prepare their information on City templates only.

### **3.8.1 Award Process for Years Two and Three**

The funding for the first year (2023-2024) will be determined during contract negotiations in the summer of 2023. Funding in the second and third years will be contingent upon the BEST Grant Program's service priorities and satisfactory completion of the following conditions:

- The funds are available and included in the Adopted City Budget;
- The agency has, at minimum, achieved its program outputs;
- The San José Youth Empowerment Alliance Target Population will continue to benefit from the program;
- The agency has satisfied all contractual requirements; and,
- The agency has satisfactorily completed any prior Corrective Action Plans.

Agencies who are awarded BEST funding in the first year are not guaranteed funding in the second or third years. The City reserves the right to abstain from entering into contract with an agency for any reason. Agencies that are selected to provide services in Years 2 and 3, will receive a 3% Cost of Living increase each year.

## **3.9 Agreement Development**

### **3.9.1 Required Documents**

In addition to the documents listed above, agencies will be required to submit the following documents no later than the deadline listed below:

- Proof of 501(c)(3) Status or Faith-Based Status
- Certificate of Insurance
- Signature Authority
- Board By-Laws

Please note that specific requirements (e.g. insurance requirements) for the above listed documents can be found in the BEST 2023-2026 Exemplar Template which can be found in each Attachment section on WebGrants.

**DEADLINE:** June 28, 2023

### 3.9.2 Agreement Development

Once placed on the Eligible Service Provider List, agencies will be required to adhere to a contract development timeline to execute the contract prior to the start date of period of service. Agencies will be required to submit the following information:

- List of Service Locations
- Activity Description(s)
- Units of Service (UOS) Table
- Program Budget
- Budget Item Descriptions
- Source of Funds Statement

Please note that upon notification of award, agencies will be provided with the City's template for each of these items, and agencies will be expected to prepare their information on City templates only.

**DEADLINE:** Date of scheduled Grantee Negotiations Conference (will vary by agency).

Agencies will be provided with a final draft of their contract to review prior to contract execution. Agencies will be given a deadline to return the draft to their BEST Analyst.

Any delays in contract draft submission may lead to delays in final execution, initial payment, and/or start date for period of service, which may reduce the final award amount.

### 3.9.3 Units of Service

Units of Service are the unit which the BEST Grant Program uses to calculate and monitor the level of service an agency is providing. Units of Service is calculated using the following information:

Average Number of Youth per Session x Average Number of Hours per Session x Number of Sessions. Essentially, Units of Service provides level of service.

- **Youth per Session** – The average number of youths who are attending each session. For example, in a given group program, twenty (20) youth may be enrolled each year, but on average fifteen (15) attend each week.
- **Hours per Session** – The length of time (in hours) that a given session of a program or activity lasts. If this changes (e.g. One-on-One activities, where some last longer than others), we ask that you include an average length of time.
- **Number of Sessions** – The number of sessions that will be provided over the course of one program.
- **Units of Service** – This the product of the above three factors and provides the total number of hours this service is provided to youth over the course of one program.

Units of Service are calculated using the formula below:

<i>Average Number of Youth per Session</i>	<i>Hours per Session</i>	<i>Number of Sessions per Program</i>	<i>Units of Service</i>
--	--------------------------	---------------------------------------	-------------------------

Below is an example of a program Units of Service table:

Program	Average Number of Youth per Session	Hours per Session	Number of Sessions per Program	Units of Service
Group	15	1	12	180
One-on-One	1	1	10	10

Please note that while Units of Service are the current standard for measuring cost, effectiveness, and performance among awarded agencies, this measurement is subject to change within this triennial period.

### 3.9.4 Grantee Workbook

All grantees will be required to submit quarterly workbooks to the BEST admin team. The quarterly workbooks will include details on the actual UOS provided during the quarter, a demographic workbook, a financial report and a narrative report. The reporting dates will be:

- First Quarter - December 15
- Second Quarter - March 15
- Third Quarter - June 15
- Fourth Quarter - September 15

### 3.9.5 Participant Screener Tool

The City of San José, in partnership with a consultant, Resource Development Associates (RDA) has developed a bilingual (English/Spanish) screener tool to identify participants’ level of risk for youth violence, including gang involvement. For more details on the tool, refer to the Appendix A in this document. The tool is a retrospective pre-post tool. All agencies funded through the BEST Grant Program will be required to use the tool. This tool will be used to ensure that program services are being delivered to their target populations; identify areas of need/risk across program populations; and/or direct youth with higher risks for youth violence, including gang involvement, to programs that include case management services. All agencies will be provided an excel spreadsheet in which they will need to enter the data for each completed tool and the excel spreadsheet will automatically calculate the risk-level of the participant.

### 3.9.6 Case Management Assessment Tool

All agencies providing services under the Service Area 5 – Case Management will be required to use the [Child and Adolescent Needs and Strengths \(CANS\)](#) tool to measure the risks, protective factors and needs of youth served through the programs. The CANS is a multi-purpose tool developed for children’s services to support decision making, including level of care and service planning, and to allow for the monitoring of outcomes of services. The CANS uses a rating system from 0 to 3 across six dimensions: life functioning, strengths, cultural

factors, caregiver resources and needs, behavioral/emotional needs, and risk behaviors. Agencies should be conducting an in-depth assessment with youth that can inform case plan development and service delivery/coordination through case closure. Programs should also periodically conduct reassessment of youths to determine changes in strengths and needs. The use of comprehensive assessment tools is critical to successful case management service delivery.

### **3.10 Terms and Conditions of Agreement**

It is anticipated that the term of the grant agreement will be effective for one year (September 1 through August 31) during each funding cycle. The City may elect to enter a multi-year grant agreement (two or three years) with agencies who are awarded grant funding, and clearly demonstrate they have successfully implemented evidence-based and/or evidence-informed programs or practices as part of their BEST Grant Program.

The City will work with selected agencies to develop grant agreements. The standard terms and conditions are detailed in the BEST 2023-2026 Exemplar Template, which can be found in the Attachment section on WebGrants.

This grant agreement will also specify insurance requirements and provide guidelines on conducting background checks and TB testing for each agency's staff.

If funded, each awarded agency shall assure the following during the term of the agreement:

1. Agency shall be in compliance with all local laws, ordinances, codes, regulations and decrees;
2. To the extent required by law, agency shall practice non-discrimination in providing services, hiring personnel, and recruiting volunteers, and at the sole discretion of the City, timely provide a Personnel Practices Plan acceptable to the City;
3. Agency shall establish and enforce standards of conduct for applicant employees and volunteers that reflect public conventions and morals;
4. Appoint one director of the project who will be responsible for the administration of the project;
5. Assign fiscal staff to be responsible for all financial and accounting activities of the project;
6. Obtain and maintain insurance provisions as required by the City. Applicant understands that the project will not begin, nor can costs be incurred, until proof of adequate insurance is approved by City;
7. Use BEST Grant funding for delivering services to only San José residents and communities;
8. Not supplant existing funds for services provided by the agency;
9. Submit a memorandum of understanding to the San José Youth Empowerment Alliance Policy Team, and participate as a member of the San José Youth Empowerment Alliance Technical Team;
10. Participate in annual San José Youth Empowerment Alliance Gang Prevention Awareness Summit; and
11. Establish continuing relationships with San José Police Department through regular communications including, but not limited to, meetings, emails, phone calls, and program participation.

#### **3.10.1 Grant Agreement Compliance**

Throughout the term of the agreement, agencies are expected to maintain compliance with the agreement. This may include, but is not limited to, meeting all performance measures, completing all reporting requirements in a timely manner, attending all required workshops and/or meetings, submitting audited financial statements,

maintaining the recommended level of financial health per the Financial Dashboard, and adhering to business license and insurance requirements.

If an agency falls out of compliance, the agency may be placed on a Corrective Action Plan (CAP) by the City. In some serious cases, this may result in the agency being placed on a Citywide Grants Watch List, which all City of San José Departments (including the City Manager's Office) review on a monthly basis until the agency is considered viable again.

Any agency that is unable to meet the requirements of a CAP is subject to contract termination. This may lead to any remaining grant awards being withheld from the agency and, in some cases in which abuse and/or misuse of funds has taken place, may lead to the City requiring the agency recompense any grant funds previously disbursed as part of the terminated contract. This will also deem the agency ineligible for any City grant for three (3) years.

### **3.10.2 Client Management Database**

The City of San José is currently in the process of procuring a database system. In Years 2 and 3 of the program, all agencies may be required to use the City's Client Management database to track information about participants enrolled and served through BEST funded services.

### **3.10.3 Community of Learning**

The BEST Grant Program's Community of Learning is designed to be an ongoing, collaborative, and stakeholder-involved process that will serve to promote new learning toward the practice of continuous improvement within the BEST Grant Program and its contracted service providers. The primary objective of the Community of Learning is for awarded agencies to support each other in the learning and implementation of BEST services and evidence-informed and/or evidence-based practices. The Community of Learning is a high-performing learning community which engages agencies in leadership and learning of emerging trends, new resources, and evidenced-informed and best practices through regularly scheduled learning and sharing sessions.

As a BEST service provider, agencies may be required to participate in the Community of Learning program by attending capacity-building trainings and/or workshops.

### **3.10.4 Coordination of services and communications expected through San José Youth Empowerment Alliance**

The San José Youth Empowerment Alliance is committed to the concept of collaborative service delivery as the most effective means of addressing the needs of the target population. Agencies are required to be active participants in the San José Youth Empowerment Alliance Technical Teams. BEST service providers will agree to attend San José Youth Empowerment Alliance meetings and to ensure coordination and linkage of services, improve referral and communication systems, as well as participate in the Alliance subcommittees and/or related to neighborhood engagement/diversion services (which may be identified or directed by City staff). Eligible service providers must submit a Memorandum of Understanding during the contract negotiation period, which indicates the agency's commitment to participate with the City and other Alliance members in implementing the Alliance Strategic Work Plan.



When addressing the needs of the Alliance’s Target Populations, agencies will be required to document and demonstrate their methodology for tracking referrals to both the Alliance Technical Team service providers and various City programs. Those City programs include, but are not limited to:

- Clean Slate Tattoo Removal
- Female Gang Intervention Unit
- Safe School Campus Initiative
- Hospital-Based Intervention Unit

### **3.11 Evaluation of Services**

The purpose of the annual BEST Grant Program Evaluation is to assess the outcomes and overall impact of BEST Grant Program services. The City of San José will contract with an independent consultant (“BEST Grant Program Evaluation Consultant”) who will implement and administer this evaluation system on an annual basis. All awarded agencies will participate in an extensive evaluation system that may include (but may not be limited to):

- Focus Group meetings;
- Custom evaluation designs for each agency;
- Acquisition of parent/guardian consent;
- Program and participant data collection and submission;
- Site Visits; and
- Workshops.

Agencies providing service in any Service Strategy Areas will be required to use a standardized BEST Intake Form.

In addition, agencies will be required to document and track programs through both qualitative and quantitative measures. At minimum, awarded agencies will be required to select and track the following based on their proposed Program Logic Model:

- Program Outputs;
- Program Outcomes; and,
- Participant Outcomes.

The BEST Grant Program Evaluation Consultant will produce and publish an annual report which will demonstrate the achieved impacts and/or outcome of the BEST Grant Program through a Performance Management Framework.

As part of the Framework, BEST will be implementing a list of guiding questions for funded agencies, which will prompt agencies to identify and report out on data points such as the target participants being served; participating youths’ feelings of safety and security in their programs; youths’ feelings of being connected to school and/or work; and assessments about whether participating youth are more or less likely to engage in risky behavior as a result of the program.

To maintain accuracy in the annual report, the City retains the right to require awarded agencies to track additional information when necessary.

## Monitoring Guidelines

The City of San José has Monitoring Guidelines for its employees to follow when they review and evaluate grant agreements to ensure that the grantee is meeting the terms and conditions set forth in the contract. This includes monitoring documents, setting up and conducting site visits, managing the workbooks, reviewing quarterly reports, final program review, and creating corrective action plans if necessary.

### 3.12 Data Sharing

Awarded agencies will be required to perform ongoing data collection and sharing, through a data sharing agreement, to ensure effective service delivery.

Awarded Agencies will comply with all applicable Federal, State and local confidentiality laws and regulations that protect their client records, and the Awarded Agencies will only maintain information and/or release confidential records to authorized agents and representatives with informed consent in a writing signed by the parent or legal guardian, unless otherwise provided for in the regulations or laws.

A City-approved consent form will be provided to the agency when personal information and/or data pertaining to program youth and/or families is required to be collected for BEST purposes. The City will provide an “Opt In” consent procedure which agencies are responsible for enacting when providing this consent form and sharing any relevant information (as shared by the City) to the youth and their parent(s) (or legal guardian) and providing youth and/or their families the opportunity to “Opt In”.

## 4 DISCLAIMER

The successful applicant will be mandated to comply with all the requirements outlined in this RFQ.

All costs associated with responding to this request are to be borne by the applicant.

It is the City’s policy that the selected agency shall not discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identity, disability, ethnicity, or national origin, in connection with or related to the performance of City of San José contracts.

Applicant will comply with church/state restriction as outlined below.

Applicant agrees that funds received from the City for public services shall be used in accordance with the following conditions:

Applicant shall not discriminate against any employee or applicant for employment on the basis of religion and shall not limit employment or give preference in employment to persons on the basis of religion;

Applicant shall not discriminate against any person applying for public services on the basis of religion and shall not limit such services or give preference to persons on the basis of religion;

Applicant shall provide no religious instruction or counseling, conduct no religious worship or services, engage in no religious proselytizing, and exert no other religious influence in the provision of public services.

Funds shall not be used to construct, rehabilitate or restore any facility that is owned by contractor and in which the public services are to be provided. Minor repairs may be made, however, if those repairs (1) are directly related to the public services, (2) are located in a structure used exclusively for non-religious purposes, and (3) constitute in dollar terms only a minor portion of the expenditure for the public services.

Compensation will be based on City Council's approval and appropriation of grant monies, and distributed after contract execution. Payments are made in quarterly installments, contingent upon completion of required quarterly reports and achievement of targeted goals.

## 5 KEY TERMS

### **Community of Learning**

The *Community of Learning* is an ongoing collaborative process that will serve to promote new learning toward the practice of continuous improvement within the BEST Grant Program and its service providers.

### **Criminogenic Needs**

*Criminogenic Needs* are characteristics, traits, problems, or issues of an individual that directly relate to the individual's likelihood to reoffend and commit another crime. These break down into two categories: static and dynamic.

### **Culturally Relevant Programs**

*Culturally Relevant Programs* refers to programs that are race and ethnicity inclusive, linguistically diverse, culturally responsive, trauma-informed, LGBTQ+ inclusive, gender responsive, immigrant welcoming, religiously diverse, etc. *Culturally Relevant Programs* refers to programs that are race and ethnicity inclusive, linguistically diverse, culturally responsive, trauma-informed, LGBTQ+ inclusive, gender responsive, immigrant welcoming, religiously diverse, etc.

### **Service Strategy Areas (previously Eligible Service Area)**

For the purposes of this RFQ, a *Service Strategy Area* is one of five (5) categories of service provision under which eligible applicants detail their qualifications to provide a program of services that improves and transforms the lives of the BEST Target Population. Services Strategies for the 2023-2026 BEST Funding Cycle are listed in Section 3.3.

### **Equity-Priority Communities**

*Equity Priority Communities* are census tracts that have a significant concentration of underserved populations, such as households with low incomes and people of color. A combination of additional factors helps define these areas.

## **Evidence-Informed Practice/Program**

*Evidence-Informed Practice/Program* is the objective, balanced, and responsible use of current research and the best available data to guide policy and practice decisions, such that outcomes for participants are improved.

## **Hot Spot**

A *Hot Spot* is a neighborhood in the City of San José that has been identified by the following; 1) input from SJYEA Technical Team members regarding climate and incident level in neighborhoods by police division, 2) San Jose Police Department youth crime data and level of occurrences, 3) Equity Priority Communities (census tracts that are underserved, low income, and populated primarily by people of color), and 4) input from street outreach interventionists and SJPD on current climate and where they are observing more activity related to youth crime. Hot Spots are listed in Section 3.1.

## **Logic Model**

A *logic model* is a graphic illustration of the relationship between a program's resources, activities, and its intended effects. Logic models clearly and concisely show how interventions affect behavior and achieve a goal.

## **Qualitative Measures**

*Qualitative measurement* focuses on collecting information that is not numerical. You can remember this by thinking of the word 'quality.' The goal of qualitative measurement is to look for patterns and get a general feel for how things are.

## **Quantitative Measures**

*Quantitative measurement* is measurement of data that can be put into numbers. The goal of quantitative measurement is to run statistical analysis, so data has to be in numerical form.

## **Request for Qualification (RFQ)**

A *Request for Qualification* (RFQ) usually refers to the pre-qualification stage of the procurement process. Only applicants who are eligible to apply, successfully respond to the RFQ, and meet the qualification criteria will be included in the subsequent Request for Proposals (RFP) solicitation process. This two-staged approach helps to both streamline the solicitation process and to gather information about candidates for future use.

## **San José Youth Empowerment Alliance Policy Team**

The *San José Youth Empowerment Alliance Policy Team* is the body that establishes the policy direction and priorities for the San José Youth Empowerment Alliance. The Policy Team is co-chaired by the City of San José Mayor and Police Chief, and among others, is comprised of government department leaders and senior officials of the justice, education, health and employment sectors with members of the faith and general community. This team advises the mayor on City policies designed to combat youth violence and develops strategies for the Alliance's youth violence prevention and intervention efforts.

## **San José Youth Empowerment Alliance Technical Team**

The *San José Youth Empowerment Alliance Technical Team* is a body comprised of Parks, Recreation & Neighborhood Services staff, county, school, community, nonprofit, business, faith community, direct service organizations, police officers, and other partners that implements programs, and coordinates and provides prevention and intervention services throughout the City of San José to at-risk, high-risk, gang-impacted, and gang-involved youth. The team's efforts are geared toward curbing youth violence. The team is "charged with the responsibility of assuring the development of violence prevention, intervention, and diversion, and healing programs that work effectively in the neighborhoods." These members also utilize their expertise to provide the Policy Team with updates on the current gang climate and the effectiveness of the SJYEA efforts.

### **Target Population**

The BEST- San José Youth Empowerment Alliance *Target Population* is defined as San José residents, ages 6-24, who are assessed to be at-risk, high-risk, gang-impacted, or gang-involved. It also includes family members of program participants and residents of hot spot areas.

### **Trauma-Informed Care**

Trauma-Informed Care is an approach, based on knowledge of the impact of trauma, aimed at ensuring environments and services are welcoming and engaging for service recipients and staff.

## 6 APPENDIX A: SCREENER TOOL SAMPLE

### SAN JOSÉ YOUTH EMPOWERMENT ALLIANCE PRE-POST SCREENER TOOL

#### Herramienta Retrospectiva San Jose Youth Empowerment Alliance

Thank you for completing this form! ¡Gracias por completar este formulario!

Please be honest - your answers will not be shared with anyone! Por favor sea honesto – sus respuestas no se compartirán con nadie.

How true were the following statements for you <i>BEFORE YOU BEGAN</i> the program <i>and how true are they NOW?</i> ¿Qué tan ciertas eran las siguientes afirmaciones <i>ANTES</i> de <i>COMENZAR</i> el programa, y qué tan ciertas son <i>AHORA?</i>	Not at all true No es cierto del todo	A little bit true Un poco cierto	Some-what true Algo cierto	Very true Muy cierto
<i>Before</i> , I lived in a neighborhood with a lot of dangerous groups. <i>Antes</i> , estaba viviendo en un vecindario con mucha actividad de grupos peligrosos.				
<i>Now</i> , I live in a neighborhood with a lot of dangerous group activity. <i>Ahora</i> , vivo en un vecindario con mucha actividad de grupos peligrosos.				
<i>Before</i> , I used to think it was OK to use violence to solve disagreements. <i>Antes</i> , pensaba que estaba bien usar la violencia para resolver desacuerdos.				
<i>Now</i> , I sometimes think it's OK to use violence to solve disagreements. <i>Ahora</i> , a veces pienso que está bien usar la violencia para resolver desacuerdos.				
<i>Before</i> , I tried to understand what other people go through. <i>Antes</i> , trataba de entender por lo que pasan otras personas.				
<i>Now</i> , I try to understand what other people go through. <i>Ahora</i> , trato de entender por lo que pasan otras personas.				
<i>Before</i> , I had friends who were affiliated with dangerous groups. <i>Antes</i> , tenía amigos que estaban afiliados con grupos peligrosos.				
<i>Now</i> , I have friends who are affiliated with dangerous groups. <i>Ahora</i> , tengo amistades que están afiliados con grupos peligrosos.				
<i>Before</i> , I couldn't really tell people about how I earned the money I had. <i>Antes</i> , realmente no podía decirle a la gente cómo ganaba el dinero que tenía.				
<i>Now</i> , I can't really tell people about how I earn the money I have. <i>Ahora</i> , realmente no puedo decirle a la gente cómo gano el dinero que tengo.				
<i>Before</i> , I wanted to make the world a better place. <i>Antes</i> , quería hacer del mundo un lugar mejor.				
<i>Now</i> , I want to make the world a better place. <i>Ahora</i> , quiero hacer del mundo un lugar mejor.				
<i>Before</i> , there were certain neighborhoods where I was not welcome. <i>Antes</i> , había ciertos vecindarios donde no era bienvenido.				
<i>Now</i> , there are certain neighborhoods where I'm not welcome.				

<u>Ahora</u> , hay ciertos vecindarios donde no soy bienvenido.				
<u>Before</u> , I often had encounters or interactions with law enforcement/police. <u>Antes</u> , a menudo tenía encuentros o interacciones con agentes de seguridad pública/la policía.				
<u>Now</u> , I often have encounters or interactions with law enforcement/police. <u>Ahora</u> , a menudo tengo encuentros o interacciones con agencias de seguridad pública/la policía.				
<u>Before</u> , my home always felt safe and nurturing. <u>Antes</u> , mi hogar siempre se sentía seguro y acogedor.				
<u>Now</u> , my home always feels safe and nurturing. <u>Ahora</u> , mi hogar siempre se siente seguro y acogedor.				
<u>Before</u> , I lost my temper a lot. <u>Antes</u> , perdía mucho la paciencia.				
<u>Now</u> , I lose my temper a lot. <u>Ahora</u> , pierdo mucho la paciencia.				
<u>Before</u> , two or more people I consider to be family were members of dangerous groups. <u>Antes</u> , dos o más personas que considero familiares eran miembros de grupos peligrosos.				
<u>Now</u> , two or more people I consider to be family are members of dangerous groups. <u>Ahora</u> , dos o más personas que considero familiares son miembros de grupos peligrosos.				
<u>Before</u> , when I thought of my future, I felt hopeful. <u>Antes</u> , cuando pensaba en mi futuro, me sentía esperanzado.				
<u>Now</u> , when I think of my future, I feel hopeful. <u>Ahora</u> , cuando pienso en mi futuro, me siento esperanzado.				
<u>Before</u> , based on my appearance people might have thought I was a member of a dangerous group. <u>Antes</u> , según mi apariencia, la gente podría haber pensado que era miembro de un grupo peligroso.				
<u>Now</u> , based on my appearance people might think I'm a member of a dangerous group. <u>Ahora</u> , según mi apariencia, la gente podría pensar que estoy miembro de un grupo peligroso.				
<u>Those days</u> (before the program) I was very engaged in school OR I was on a solid, legitimate career path. <u>En esos días</u> (antes del programa) estaba muy involucrado en la escuela O estaba en una trayectoria profesional sólida y legítima.				
<u>These days</u> I am very engaged in school <u>OR</u> I am on a solid, legitimate career path. <u>En estos días</u> estoy muy involucrado en la escuela O estoy en una trayectoria profesional sólida y legítima.				

Date/Fecha: \_\_\_\_\_

Program/Programa: [INSERT COMPREHENSIVE LIST OF PROGRAM NAMES]

Length of Time in Program/Tiempo en Programa: " Less than one month/Menos de un mes " 1-3 months/1-3 meses " 3-6 months/ 3-6 meses " More than 6 months/ Más de un mes

Gender/Género: " Girl or young woman/Chica or mujer joven " Boy or young man/ Chico o hombre joven "  
Gender non-binary/ Género no binario " Decline to state/Negarse a contestar

Age/Años: \_\_\_\_\_

Race/Ethnicity/Raza/Etnicidad: "Asian "African American/Black "Chinese "Filipinx "Indian "Latinx "Native American/Alaskan Native "Pacific Islander " Vietnamese "White "Multiracial "Other \_\_\_\_\_

Zip code/Código postal: \_\_\_\_\_