



DEPARTMENT OF FAMILY AND SUPPORT SERVICES

Youth Services Division

Bridges to Pathways

2020 Scope of Services

Contract Term: **January 1, 2020 through December 31, 2020**

Program and Delegate Information

Program Model: **Bridges to Pathways**

Program Name:

PO Number:

Grant Amount:

Number of youth:

Cohort Age Group:

Delegate Agency Information

Agency Name:

Agency Address:

City, State, Zip Code:

Executive Director Name:

Executive Director Phone:

Executive Director Email:

Fiscal Contact Name:

Fiscal Contact Phone:

Fiscal Contact Email:

Program Staff Contact Name:

Program Staff Title:

Program Staff Contact Phone:

Program Staff Contact Email:

Facility/Site Information:

List name of facility(ies) and address(es) where services are provided. Also include amount of contract allocated per site and estimated number of clients to be served at each site.

Site Name	Address Number	Direction	Street	Ward	Days of Operation	Community	Hours of Operation	Estimated Amount of Contract allocated for this site	Clients Served



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Description of Program Services:

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SECTION A – GOALS AND OBJECTIVES

Program Goals

Bridges to Pathways is an education engagement and reengagement initiative designed to provide support for opportunity youth, justice-involved youth and formerly incarcerated youth currently living in community. Program supports include education supports, intensive case management and mentoring, service coordination to address youth needs, social and emotional learning (SEL) and/or cognitive behavioral therapy (CBT). The program is designed to reconnect youth to school and keep them engaged in school, assist them in obtaining their high school diploma or equivalency, help them develop the skills to be successful in post-secondary education, and connect to pro-social activities.

Cohorts are separated by age: 14-17 years old and 18-24 years old. Agency must clearly state which age group they want to serve. It is expected that more than 80% of the youth in the 14-17-year-old cohort will be connected to traditional high schools (Chicago Public Schools, Alternative Schools, and private/catholic schools). Youth in the 18-24 cohort can be connected to high school, where appropriate, or to equivalency programs.

This is an eighteen-month program aimed at working with youth through the duration of at least one entire school year.

Target Population/Eligibility

- **Justice-involved** (ages 14-24) youth who have a history of at least one prior arrest
- **Formerly incarcerated** (ages 14-24) youth who are currently living in community
- Youth considered to be **opportunity youth** (out of school) ages 16-24

All youth served in the Bridges to Pathways program should be considered chronically absent* or not enrolled in school.

SECTION B – PERFORMANCE MEASUREMENT

Overview

Opportunity Youth are defined as young adults aged 16-24 who are neither in school nor working. They are referred to as Opportunity Youth because of their value to our communities and economies. Nationwide, 6.7 million (or 17%) young people aged 16-24 are estimated to be disconnected from school and work, at the cost of \$93 billion annually. In Chicago, there are over 58,000 Opportunity Youth. The causes of disconnection are numerous and complex and often tied to systemic failures.

Too many students drop out of high school before they have obtained the skills necessary to succeed in post-secondary education or to connect to the workforce, which puts them at further risk of poverty, justice-involvement, becoming teen parents, violence, limited lifetime earning power, etc. DFSS



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believes that part of the solution to reengaging youth in school is in leveraging government and community resources as well as private partnerships to provide supportive services and mechanisms.

DFSS has identified key program components to ensure quality programming:

- Work with referral partners, community partners, Chicago Public Schools, and their agency network, to recruit eligible youth
- Identify a cohort (minimum 15 youth per cohort, maximum 20) for participation in the program
- Provide youth orientation to engage youth, make them feel welcome, and set expectations for the 18 months of programming
- Provide extensive intake to understand all issues and concerns as well as strengths and interests of the youth
- Develop an individual action plan
- Conduct a combination of individual and group mentoring for a minimum of 4 hours per week ☑
Establish strong relationships with education institutions youth attend and ensure clear line of communication regarding youth’s progress
- Provide a mentor to youth ratio of 1:15 or 1.5:20

Performance Outcomes

Each individual client plan will guide performance outcomes due to the personalized education track of program participants. To track progress toward achieving individual client plans DFSS will monitor the following:

Outcome	Data Collection Method
100% of enrolled youth are connected to school (virtual or traditional) within 3 weeks of enrollment	Cityspan report
100% of youth will complete a well-being assessment within 3 weeks of enrollment	Cityspan report
85% of youth will increase two levels in educational attainment	Cityspan outcome form
60% of enrolled youth will graduate with a H.S. diploma or GED equivalent.	Cityspan outcome form
100% of youth will be connected to summer employment or paid skills opportunities <ul style="list-style-type: none"> • One Summer Chicago • After School Matters • Agency funded summer employment • Full time employment • Transitional employment • Summer skills training program 	Cityspan outcome form



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Data Reporting

Reliable and relevant data is necessary to ensure compliance, inform trends to be monitored, evaluate program results and performance, and adjust program delivery and policy to drive improved results. As such, DFSS reserves the right to request/collect other key data and metrics from delegate agencies, including client-level demographic, performance, and service data, and set expectations for what this collaboration, including key performance objectives, will look like in any resulting contract.

Upon contract award, delegate agencies will be expected to collect, and report client-level demographic, performance, and service data as stated in any resulting contract. These reports must be submitted in a format specified by DFSS and by the deadlines established by DFSS. Delegate agencies must implement policies and procedures to ensure privacy and confidentiality of client records for both paper files and electronic databases. Delegate agencies must have the ability to submit reports electronically to DFSS. The City's Information Security and Information Technology Policies are located at https://www.cityofchicago.org/city/en/depts/doi/supp_info/is-and-it-policies.html.

Meetings

Regular reviews of and conversations around program performance, program results and program data, particularly related to the goals outlined in this agreement, will allow DFSS and the delegate agencies to employ real-time information to track performance, identify good practices, and effectively address any challenges experienced on the ground by delegate agencies and the target population.

At such meetings, the parties will review data and reports to: a) Monitor progress, highlight accomplishments, and identify concerns b) Collaboratively design and implement operational changes to continuously improve processes and outcomes c) Develop strategies on broader systems changes to improve service delivery and coordination between services

Periodic meetings may take place according to a schedule to be established by DFSS, with reasonable notice provided for delegates. Meetings shall include, at least, the DFSS Division Director, or designee, and the delegate agency's chief executive officer, or designee. Each party may be represented by additional representatives as such party deems appropriate. DFSS may request the attendance of additional parties as it deems appropriate. Representatives from delegate agencies will attend all meetings as requested by the Department. Meetings may take place individually or jointly with other delegate agencies.

Uses of Data

DFSS reserves the right to use data related to delegate agency performance, including but not limited to data submitted by the delegate agency for the following:

a) To review program performance and develop strategies to improve program quality throughout the term of the contract. In the event of under-performance at the end of the first, second or third quarter (as deemed appropriate by the DFSS Program Manager/Liaison) the delegate agency must submit a Corrective Action Plan (CAP) in writing to indicate how they will improve performance by the next quarter.



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- b) To guide DFSS program development, evaluate programs, inform policies, and inform contract decisions such as payment rates, contract extensions or renewals, and evaluation of proposals by the delegate agency in response to any future solicitations by DFSS for goods or services.
- c) Any other purposes identified by DFSS.

SECTION C – CORE ELEMENTS

1. Orientation for Youth -Agency will provide youth with detailed information on program requirements and expectations, timelines, and goals, through an orientation and in writing to each enrolled participant and, where applicable, their families or guardians.

2. Youth are Assigned Mentors/Case Managers:

- The Mentor/Case Manager position is an extremely integral part of the success of youth participants in the Bridges program. For eighteen months, the Mentor will be a reliable, caring adult in the life of the youth or young adult. Some of the responsibilities they will have are:
- Recruiting youth
- Building and maintaining a relationship with the youth
- Communicating with the youth's parents/guardians, aftercare specialists (or analogous person), the youth's school, etc.
- Coordinating services for the youth, e.g., tutoring services or clothing
- Providing and conducting initial assessments, including TABE tests
- Ensuring the youth gets connected to and remains connected to school or education institution
- Communicating with the youth on a daily or every other day basis
- Maintaining a consistent connection with the youth over the summer and holiday breaks

Mentors will also assist youth in connecting to summer employment or summer activities. Mentors are expected to involve themselves in the lives of the youth participants, including each participant's family and community. Mentors will be expected to act as a liaison between each youth and other supporting agencies, other community organizations, and where necessary, the justice system. Agency will provide a detailed description of their mentoring component and be very detailed when explaining how they successfully work to connect this population to school and education institutions. Mentors will be expected to participate in training prior to the start of the program.

The mentor to youth ratio in this model is 1:15 or 1.5:20. Mentors are expected to be highly qualified with previous experience as mentors or case managers. They should be able to both relate well to the youth as well as demonstrate strong administrative capabilities for the purposes of keeping extensive case notes with clear and up-to-date documentation. Mentors should be comfortable working with many different people in service of the youth. For example, mentors should be able to work with a youth's parents or guardians, their probation officer, the school they are reconnecting to, and any other adult or person that plays a role in successfully keeping the youth connected to school. They should be comfortable coordinating schedules between the youth and outside agencies, for the



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purposes of enrollment as well as ensuring youth make scheduled appointments, etc. Mentors will be hired for 25 hours per week for the term of contract.

3. Youth Stipends

Agency will be responsible for managing all aspects of youth stipends. In this model, youth receive a \$50/week stipend for the duration of the program, for a minimum of four hours of engagement per week. To receive a stipend, youth also need to be enrolling or enrolled in school or education institution. Because the stipends are contingent on youth participation in programming they should be prorated based on attendance. For the purposes of this program stipends may or may not be considered wages subject to withholding tax. This decision can be made at the discretion of the agency.

- Recruitment eligible youth, intake and orientation
- Individual and group mentoring for a minimum of 4 hours per week for each youth
- Develop Individual action plan
- Provide participant stipends
- Record program progress including educational gains and graduation for 18 months

SECTION D – PAYMENT STRUCTURE

Method of Payment

Agencies should be aware that the City will make payments for services on a reimbursement basis. Payment will be made 30 days after voucher approval. Agencies must be able to proceed with program operations upon award notification. Agencies must be able to demonstrate a **minimum 15% percent in-kind match** within the mentoring budget and administrative costs will be capped at 15% percent. Vouchers must be submitted 15 calendar days after the end of the month in which services were performed.



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SECTION E – SUBMITTAL AND APPROVAL

ACKNOWLEDGEMENT

Agency Name:

Agency PO#:

By checking this box your agency certifies that it has read and understands Sections A, B, C, and D of this document.

a) Applicant signature (Original must be signed in blue ink)	
b) Name (typed)	
c) Date submitted	
d) DFSS Staff signature	
e) Name (typed)	
f) Date approved	

****This document must be printed in portrait style and single sided****