

**Greater New Orleans Foundation  
City of New Orleans**



**NOLA FOR LIFE FUND  
Request for Proposals**

**Building the Capacity of Social Services Organizations to  
Support High-Risk Individuals**

**Release Date: November 13, 2012**

**ALL APPLICATIONS MUST BE RECEIVED BY:  
5 P.M. ON FRIDAY, DECEMBER 7, 2012**

**Proposals along with all required attachments must be  
submitted electronically to: [grants@gnof.org](mailto:grants@gnof.org)**



**GREATER NEW ORLEANS  
FOUNDATION**

*For a vibrant region.*



**CITY OF NEW ORLEANS**

Mitchell J. Landrieu, Mayor

## TABLE OF CONTENTS

	Page
Overview	3
NOLA FOR LIFE Fund	4
NOLA FOR LIFE Community of Practice	6
Application Process	7
Proposal Narrative	9
Criteria for Selection	9
Addendum A – Cover Page	11
Addendum B – Evidence-Based Strategies to Support High Risk Individuals	12
Addendum C – Community of Practice Terms & Conditions	14

## OVERVIEW

### *Mission*

The City of New Orleans and the Greater New Orleans Foundation seek proposals from local nonprofit organizations to deliver high quality programs and services to those individuals most at risk of killing or being killed.

Ultimately, through this work, we strive to strengthen the social services infrastructure in New Orleans to support comprehensive, community-based initiatives and serve effectively the most vulnerable populations.

### *Our Challenge*

According to a 2011 Department of Justice-sponsored study of crime in New Orleans, “The crime problem facing New Orleans is the problem of homicide.” The high occurrence of shootings and killings among African American boys and men in specific geographic areas has reached epidemic proportions.

In 2010, New Orleans had the highest murder rate in the country. In that same year, the homicide rate in New Orleans was more than 7 times the average rate of U.S. cities with a population over 100,000 residents. In 2011, New Orleans experienced a 14 percent increase from the previous year. According to the DOJ report, the majority of both offenders and victims are African American males between the ages of 16 and 25 who are unemployed, have criminal records and limited educational attainment.

### *NOLA FOR LIFE – A Comprehensive Approach*

In May, Mayor Landrieu released NOLA FOR LIFE: A Comprehensive Murder Reduction Strategy, containing initiatives to improve public safety in New Orleans with an immediate and urgent focus on stopping the shootings. Recognizing that law enforcement alone cannot solve the murder problem, the NOLA FOR LIFE plan takes a holistic approach to get to the root of the problem, and divides the plan into five main categories:

- Stop the Shooting;
- Invest in Prevention;
- Promote Jobs and Opportunity;
- Improve the NOPD; and
- Get Involved and Rebuild Neighborhoods.

Development of the NOLA FOR LIFE plan was fueled by the Mayor’s Innovation Delivery Team, which worked with NOPD Superintendent Ronal Serpas, former Criminal Justice Commissioner James Carter and Health Commissioner Dr. Karen DeSalvo to develop strategies that specifically address the high murder rate in New Orleans. Together, these officials analyzed homicide data to fully understand murder trends; brought in regional and national crime experts to share solutions specific to New Orleans’ murder problem; and hosted focus groups to hear from citizens most often directly affected by murder – individuals at risk of violence, community service providers, and police officers. After examining current initiatives, engaging the community to identify issues that contribute to the city’s murder epidemic, and researching and developing effective strategies, the NOLA FOR LIFE plan was created.

New initiatives in the plan include the City’s adoption of a murder reduction effort to stop the shootings, called Group Violence Reduction, an approach developed by nationally-renowned criminologist, David M. Kennedy. A key component in this strategy is the availability of critical human services to support those high risk individuals that choose to stop shooting and make better life choices.

The NOLA FOR LIFE Plan is expected to provide the following outcomes.

- Sustained reductions in youth violence, as evidenced by a decrease in violent crime, including murders and non-fatal shootings;
- More positive opportunities for youth and families, as evidenced by increased numbers of youths involved in school-based and community violence reduction programming;
- Improved quality of life community-wide, as evidenced by increased community engagement to support neighborhood revitalization efforts;
- Stronger families and communities, as evidenced by an increase in positive development opportunities, including employment and mentoring programming;
- Expanded ownership of the issue of violence reduction throughout the community, as evidenced by increased private and public sector investment in prevention and rehabilitation;
- Improved relationships between law enforcement agencies and the community, as evidenced by increased trust and confidence in law enforcement institutions; and
- Increased perceptions of safety in New Orleans, as evidenced by decreased fear of violent crime and victimization.

### **NOLA FOR LIFE FUND**

The NOLA FOR LIFE Fund was established to invest in critical human services to those with the highest risk of killing or being killed.

#### *High Risk Individuals*

The City is committed to ensuring that quality programs and services are available immediately to those most at risk between the ages of 16 and 25, as defined by the following risk factors:

- Known weapons carrier
- Involved in a street group or gang that participates in high risk activity
- Past history of delinquency or criminal arrests and convictions
- Recent victim (or family member was a recent victim) of shooting or killing
- Recently released from prison for a violent crime
- Leader in a street group or gang

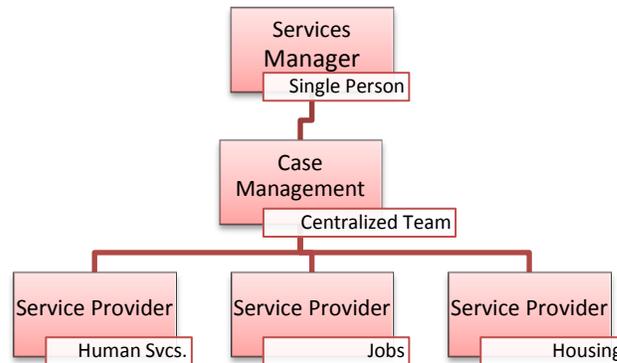
The primary goal of the Fund is to organize and make available critical resources to organizations that support better life choices for the young men in New Orleans most at risk.

#### *High Quality Services*

In order for the NOLA FOR LIFE Fund to be effective, we must approach programs and services in a holistic manner. We believe effective service delivery to the most at-risk individuals in New Orleans requires:

1. A skilled Services Manager to coordinate case management and human services for the most at-risk individuals. This position will be housed at the City of New Orleans.
2. High quality, centralized case management services provided by an organization contracted by the City of New Orleans.
3. Evidence-based programs and services serving those most at risk, which this RFP is intended to support.

Under the supervision of the Services Manager, a centralized team of case managers will receive calls from individuals referred by multiple program sources (e.g. Group Violence Reduction, Saving Our Sons, Cease Fire) and connect these youths to the appropriate grant-funded service providers committed to prioritizing services to these individuals.



The Fund, managed by the Greater New Orleans Foundation, makes grants to local organizations to immediately increase their capacity to serve the highest risk individuals in our community.

*Expected Outcomes – NOLA FOR LIFE Fund*

The City of New Orleans and the Greater New Orleans Foundation have identified expected outcomes for NOLA FOR LIFE grantees. Through the Fund, we plan to:

- Increase the number of high risk individuals that receive critical support services;
- Reduce acts of violence by and violent victimization of service recipients;
- Improve coordination of wrap-around services to high risk individuals;
- Create new efficiencies within organizations that serve high risk individuals; and
- Create new ways of doing business within the local human services sector.

*Fund Overview*

With \$250,000 in seed funding from the City of New Orleans and a generous investment from Chevron, the Greater New Orleans Foundation will make \$500,000 available to local nonprofits that agree to be preferred referral partners to and accept new clients from the NOLA FOR LIFE centralized case management team. The maximum grant award is \$50,000 for a one-year grant period.

Grants will be awarded through one of two categories:

The first category of grants will fund organizations that deliver quality programs and services and make a commitment to serve individuals on the threshold of high risk, but who have not yet displayed multiple risk factors outlined in the *High Risk Individuals* section of this RFP. These grants can be used to cover general operating expenses or directed to specific prevention and/or intervention programs.

The second category of grants will fund a small group of organizations that will commit to provide intensive services to individuals who have exhibited multiple risk factors indicating they are most at risk of killing or being killed. These awards are conditioned upon participation in a Community of Practice that will convene monthly as a learning cohort over the year of implementation funding (Please refer to Addendum C: Community of Practice Terms and Conditions).

### *Greater New Orleans Foundation as Fund Manager*

The Greater New Orleans Foundation will support effective implementation of the NOLA FOR LIFE Fund by managing the grant making process, administering grants, and managing the Community of Practice and related program evaluation.

- *Grant Awards:* GNOF, in partnership with the City of New Orleans, will award grants to quality organizations that serve those individuals with the highest risk of killing or being killed. Priority will be given to organizations delivering evidence-based programs and services.
- *Management of Community of Practice (CoP):* Led by GNOF's Organizational Effectiveness Initiative, the CoP will coordinate systems building activities for a small group of organizations and manage a cohort evaluation to assess the impact of their collective services.
- *Evaluation:* GNOF will collect grant reports from all Fund grantees, both Category 1 and Category 2 grantees. In addition, all grantees are expected to compile a final report that details how many individuals were served, what services were provided and share stories about lives changed.
- *Grants Administration:* GNOF will manage all documentation and processes related to the effective and timely administration of grant awards.

### **NOLA FOR LIFE COMMUNITY OF PRACTICE (CoP)**

One major challenge for high risk individuals is that critical support services are limited and often disconnected. Data suggest that human service organizations are internally focused, working in a siloed way. Success requires that we deliver services differently.

Beyond making discretionary grants to organizations within the broader youth development and human services network, the Greater New Orleans Foundation will establish the NOLA FOR LIFE Community of Practice (CoP), a small group of Category 2-funded organizations that will convene as a learning cohort over the next 12 months. The intent of this CoP is to enhance the ability of grantees and others to network, learn with and from one another, coordinate efforts, and increase efficiencies, thereby creating a more cohesive and connected ecosystem of nonprofits. The community of practice creates the conditions for collective problem solving with particular attention to organizations creating economies of scale, strengthens core competencies that demonstrate results with the target population, considering strategic alliances, coordination and collaborations and other innovative responses to this very dynamic landscape.

The CoP provides monthly, practitioner-driven opportunities facilitated by external consultants to engage nonprofit, government and philanthropic leaders working in human services to work together to 1) meet the needs of NOLA FOR LIFE clients, 2) improve service delivery, and 3) increase collaboration in public policy and programs. We believe this networked approach will help foster greater program integration, break down traditional barriers which further competition, and link institutions around a common agenda.

Made of up a diverse group of service providers, CoP membership will:

- Prioritize critical services to the most at risk
- Coordinate wrap-around services within the cohort
- Identify gaps in services and policy barriers
- Create strategies to address or remove barriers to effective service delivery
- Track and evaluate service delivery to the most at-risk
- Participate in a cohort evaluation to assess the impact of their collective services
- Share lessons learned with broader network of social service providers to inform systemic change

To meet the substantive goals of the CoP, grantees will be required to attend all CoP meetings and fully participate. This includes consistent participation of organization leaders who both understand the day-to-day work of the organization and who have the authority to make systemic changes on behalf of the organization. The meeting schedule for the Community of Practice will be included in the grant award letter.

#### *Expected Outcomes – NOLA FOR LIFE Community of Practice*

The expected outcomes for the NOLA FOR LIFE Community of Practice include:

- Shared problem solving to improve delivery of services
- Increased peer-to-peer learning and improved communications among CoP members which will foster collaboration among service providers
- Increased cooperation among organizations participating in the CoP
- Demonstrated increase in functional efficiencies in screening, assessment, intervention, data sharing, cross-program referrals and other processes that affect client retention and ultimately impact client outcomes
- Effective practices that are new to the community—either adapted from research or self-generated—that emerge and migrate throughout the system

### **APPLICATION PROCESS**

The stages for funding consideration include: 1) Attendance at the NOLA FOR LIFE Fund Information Session (required); 2) Submission of Full Proposal.

**Information Session:** Nonprofit organizations intent on completing the RFP should plan to attend an information session on November 26 that will provide key information regarding the two categories of grants available through the Fund, details about the Community of Practice (CoP), and expected outcomes.

**Full Proposal:** Complete proposals will detail 1) the applicant's experience working with the targeted population being addressed in this initiative, highlighting specific evidence-based programs and services serving high risk individuals; 2) program outcomes; and 3) the applicant's annual program and/or operating budget.

### **Eligible Applicants**

Nonprofit, tax-exempt organizations that are located in and serve Orleans parish are eligible to apply for funding. Organizations that are not tax-exempt but have a fiscal agent relationship with a 501(c)(3) organization are also eligible. Note: GNOF will verify the organization's 501(c)(3) status.

Priority will be given to organizations that:

- Have a track record of success working with this targeted client base and providing quality programs and services with demonstrated impact. (For newer organizations, we understand that this track record might not be especially long.)
- Involve in leadership and in other key roles members of the communities they seek to serve.
- Demonstrate strong leadership at the staff and board level.

The NOLA FOR LIFE Fund will not make grants to:

- Individuals, either through scholarships or other forms of financial assistance
- Special events or conferences
- Programs that promote religious doctrine

## Timeline

<b>Date</b>	<b>Event</b>	<b>Description</b>
<b>November 13, 2012</b>	RFP Issued	Notice of grant opportunity to be released and posted at <a href="http://www.gnof.org">www.gnof.org</a> and <a href="http://www.nola.gov">www.nola.gov</a> .
<b>November 26, 2012</b>	General Information Session November 26, 2012 4 P.M. City Hall, City Council Chambers	All potential applicants are required to attend. GNOF and City staff will present information related to the goal of the Fund and answer questions from potential applicants. Please check City, GNOF and NOLA FOR LIFE websites for updates re: meeting time and location.
<b>December 7, 2012</b>	Proposals due by 5 P.M.	Submit proposal and all required attachments electronically to <a href="mailto:grants@gnof.org">grants@gnof.org</a> .
<b>January 7, 2013</b>	Grant Announcement	Grants will be announced via press release. Awardees will receive email notification of their grant awards.
<b>February 1, 2013</b>	Grant period begins	Grant year is February 1, 2013 to January 31, 2014.
<b>By March 2013</b>	CoP begins	CoP will meet on a monthly basis over 12 months beginning no later than March 2013 to February 2014.

## Grant Application Components

Please compile the application in the following order:

1. Application Form
2. Proposal Narrative. Limit the narrative to five pages - using no less than a 12-point font, with one-inch borders on all sides.
3. Budget Documents, including the most recently approved operating budget by the board of directors and the most recent audit. If applying for the Community of Practice, also include financial statements for the last three months.
4. Budget Narrative that clearly explains how requested funds will be used.
5. A list of the applicant's Board of Directors and key staff members.

## Submittal Directions

- Proposals should be typed in 12-point font, single-spaced with page numbers. Pages should have one-inch margins on each side. Proposals should be no more than five pages, not including attachments.
- Proposals along with all required attachments must be submitted electronically **no later than 5:00 pm (CST) on Friday, December 7, 2012.**
- E-mail your proposals and all attachments in **ONE** email to [grants@gnof.org](mailto:grants@gnof.org). No hard copies of proposals and attachments will be accepted.
- The subject line of your email should read: **"NOLAFORLIFE 2012-[Your Organization's Name]"**. (For example, "NOLAFORLIFE 2012-ABC Inc.")
- A confirmation email from GNOF will acknowledge receipt of your proposal.

## Application Review and Award Process

The grant review process will begin after the application due date. Each application will be reviewed to ensure that it is eligible for funding based on compliance with the grant guidelines, criteria outlined in the application instructions, eligibility requirements and thoroughness of response. Applications that fail to meet requirements may be rejected and will not be further

considered. Each application will be reviewed by an advisory committee composed of staff from the Greater New Orleans Foundation and the City of New Orleans.

## **PROPOSAL NARRATIVE**

Local nonprofits are invited to submit a proposal that indicates how they would use NOLA FOR LIFE Fund resources. Proposals should address the following questions in the outline and order listed below. Limit the narrative to five pages—using no less than a 12-point font and one-inch borders on all sides.

### **1. Organization Information:**

- a. State your organization mission and vision statement.
- b. Identify the types of programs and services that your organization provides.
- c. State whether you are applying for general operating or program support. Please explain how funding will be used.

### **2. Programs and Services for High Risk Individuals:**

- a. How does your organization currently address the needs of the most at risk of killing or being killed? Does your organization deliver one or more of the services outlined in Addendum B? Specifically, describe the profile of individuals served.
- b. If your organization does serve the most at risk, how? How many high risk individuals do you serve annually? What differences have been made in the lives of your clients because of these programs/services?
- c. What is it about your organization that best suits you to serve this population? Include information related to evidenced-based practices, innovative and effective delivery models, partnerships, human capital, cost efficiencies, etc.

### **3. Evaluating Outcomes:**

- a. Given the outcomes of the NOLA FOR LIFE Fund, what specific results do you intend to achieve during the 12-month grant period? What steps will you take to ensure success?
- b. Describe what indicators or evidence will inform you that you have made a difference?

### **4. Community of Practice (Only complete if you are interested in being considered for participation):**

- a. Explain why you want to participate in the NOLA FOR LIFE Community of Practice. What do you hope to learn through participation in this cohort? What contributions might you make to the learning of others?
- b. What changes in the way human service organizations work do you believe are key to consider in this CoP effort? What do you believe are opportunities and barriers to doing work differently and more effectively across the human service sector?
- c. Which decision maker(s) from your organization familiar with operations and programs would serve as CoP member(s)?

## **CRITERIA FOR SELECTION**

Applicants will be selected based on the following criteria.

- Completeness of application, including:
  - Cover Page
  - Proposal Narrative
  - Budget Documents and Narrative, including the most recently approved operating budget by the board of directors and the most recent audit. If applying for program support, please provide a program budget. If applying for the CoP, also include the last three months of financial statements
  - List of key staff and board roster

- .Thoroughness of Response
  - Demonstrated ability to serve those most at risk of killing or being killed
  - Delivery of at least one of the services outlined in Addendum B
  - Demonstrated quality of services or programs currently provided
  - Demonstrated readiness to participate in a Community of Practice (Only if applying to participate)

**RIGHT TO CANCEL RFP, REJECT ALL PROPOSALS, AND RIGHT TO NEGOTIATE**

GNOF and the City of New Orleans reserve the right to amend or cancel this RFP at any time prior to contract award. We also reserve the right to accept or reject any and all proposals, in whole or in part, received in response to this RFP and to waive or permit cure of minor irregularities in any manner necessary to serve the best interests of the granting organizations. Applicants whose proposals are not accepted will be notified in writing or email.

**Addendum A – Cover Page**



**NOLA FOR LIFE Fund Grant Application  
COVER PAGE**

Please fill this application out completely (typed). Be concise, using only the space provided.

**Organization Name:**

**Address:**

**Contact Name:**

**Contact Title:**

**Contact Phone:**

**Contact Email Address:**

**Fiscal Agent (if applicable):**

**Amount Requested:**

**Annual Operating Budget:**

**Program Budget (if applicable):**

**Type of Services (Check all that apply)**

- Advocacy
- Behavioral Therapy
- Education
- Employment/Job Training
- Housing
- Legal Aid
- Mental Health
- Nutrition
- Substance Abuse
- Other \_\_\_\_\_

**I want to be considered for participation in the  
NOLA FOR LIFE Community of Practice. I agree to  
the terms of participation stated in Addendum C.**

- Yes
- No

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**Executive Director (Print Name)**

**Executive Director (Signature)**

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**Board President (Print Name)**

**Board President (Signature)**

## **Addendum B – Evidence-Based Strategies to Support High Risk Individuals**

The NOLA FOR LIFE Fund will make grants to expand critical support services to those with the highest risk of killing or being killed. While no one program model or intervention can meet the scale of the challenge and diverse needs of the target client base, the Center for Law and Social Policy (CLASP) has documented key components of successful program interventions to improve outcomes for disconnected youth ages 16 to 24.<sup>1</sup> In addition to CLASP's recommendations, we add recognized components of successful reentry models.

Applicants are strongly encouraged to provide details in the Program Narrative section of the application about how your organization delivers one or more of the following services to high risk individuals. Please identify the evidence-based program model or curriculum you are implementing, information regarding the level or intensity of engagement, and estimated cost per client served. Several grants for the same services are not likely to be awarded, as a number of different service types are needed to address the target clients' needs. Rather, preference will be given to those organizations that demonstrate the greatest potential to contribute strong client outcomes and the viability of the Community of Practice, if applicable.

- ***Strong and persistent outreach, multiple points of entry***  
In order to ensure access and community impact, investment in outreach strategies and staffing, particularly street outreach and the creation of “on ramps” and pipelines connecting youth to life-changing opportunities and critical supports is essential.
- ***Caring advocacy and navigation (Case management)***  
A caring advocacy and support system that helps youth navigate a complex maze of programs, services and educational options. Rooted in the principles of case management, youth advocacy and navigation is designed to guide and support clients in choosing the set of services that best suits their individual needs. Such a system creates a personal relationship of respect and support between the client and well trained, caring advocates.
- ***Stable housing***  
One of the most important factors to ensure successful intervention is stable housing. Without stable housing, a high risk youth can experience homelessness, causing them to become involved in survival activities that could lead to additional criminal justice system involvement.
- ***Cognitive behavioral therapy***  
Those most at risk require comprehensive cognitive behavioral programming that incorporates a proven curriculum of critical thinking, anger management and moral reasoning. Additionally, program interventions should incorporate a host of life skills training opportunities including time management, financial management and decision-making skills.
- ***Access to health care and mental health services***  
Disconnected and incarcerated youth have higher than average rates of substance abuse, sexually transmitted diseases, unplanned pregnancies and psychiatric disorders, all of which can impact behavior and the ability to make healthy decisions. Consequently, it is important to ensure that individualized, accessible, integrated and effective substance abuse, mental and physical health services are available.

- ***Multiple pathways integrating academic skills and occupational preparation***  
The education/competency levels of disconnected youth span a broad range. Youth whose basic skills and English literacy are at low levels need substantial amounts of education in order to achieve a secondary school credential; youth who have sufficient skills to earn a high school diploma or GED quickly may be nearly ready for college. Given these differences, a system that allows for multiple entry and exit points along an education continuum is most useful in meeting the diverse educational needs of the dropout population.
- ***Rich work experiences and workplace connections***  
Work skills and protocols cannot be effectively imparted in classroom and workshop settings. This requires exposure to work and to people who work as role models. Especially in communities of high unemployment, a range of work-related experiences is essential to exposing youth to a variety of work environments and career options and to fostering the development of appropriate workplace skills and a work ethic.

Often, the ability to sustain participation in education and training over a longer term depends directly on earning income. The array of work-related options should include subsidized employment, work experience, internship, paid or stipended community service, on-the-job training, tryout employment, part-time and full-time employment, and college work-study. These offerings should be arranged along a continuum that enables young people to progress from the most sheltered experiences to unsubsidized private sector workplaces, depending on their level of work preparedness and comfort.

- ***Personal development, leadership and civic responsibility***  
Preparing youth for success in postsecondary endeavors and for advancement in workplace requires not only developing their critical academic and occupational skills but also honing their personal, communication, social, and life management skills. Activities that expose young people to new environments, engage them in civic projects, allow them to volunteer, and provide them with opportunities to lead and function as part of a team all contribute to the development of their skill sets. Helping youth mature into responsible adults who possess integrity, a strong work ethic, and a sense of personal, civic, and family responsibility should be a key objective of program intervention.
- ***Risk and recidivism reduction interventions***  
Disconnected youth often exhibit high risk behaviors, and have involvement in either or both the juvenile and criminal justice systems. Reconnecting disconnected youth with active or past involvement in the juvenile or criminal justice system requires intentionality in behavioral interventions. In addition to the other services listed above, it is important to reconnect youth ex-offenders with mentors/personal coaches to support the development of “mental toughness.”

For our purposes, “*mentoring*” is defined as a relationship over a prolonged period of time between two or more people where a caring volunteer assists ex-offenders in successfully and permanently re-entering or sustaining in their community by providing consistent support as needed, guidance, and encouragement that impacts the participants in developing positive social relationships and achieving personal outcomes such as job retention, family reunification, reduced recidivism.

## Addendum C – Community of Practice Terms of Participation

The NOLA FOR LIFE Community of Practice provides an effective platform for members to foster greater program integration, reduce competition among service providers, and link institutions around a common agenda. This approach will strengthen the sector by sharing information, partnering to ensure effective service delivery, exchanging and developing practices that work, and achieving collective impact.

Consequently, the Greater New Orleans Foundation and the City of New Orleans require agreement to the following terms of participation. If your organization is willing to commit to these terms, please check the box on the “Cover Page” that reads **“I want to be considered for participation in the NOLA FOR LIFE Community of Practice. I agree to the terms of participation stated in Addendum C.”**

1. Up to two key executives/program leaders able to make organizational decisions actively participate in the CoP Orientation. Since building and strengthening the local human services infrastructure is a key strategy of this effort, CoP members will be required to participate in a 1-day orientation where members develop the framework and shared goals of the CoP. GNOF will provide facilitation for the orientation.
2. Actively participate in monthly day-long working sessions wherein members provide updates regarding provision of services to high risk individuals received through the centralized case management infrastructure.
  - a. Members will identify gaps in services, policy barriers and/or critical resource gaps.
  - b. Members will leverage expertise and resources within the CoP to create strategies to address or remove barriers to effective service delivery.
  - c. Members will engage in collective problem solving, considering economies of scale, core competencies marketable to other agencies, strategic alliances, and other innovative responses to the dynamic landscape facing social and human service agencies.
3. Track and evaluate your organization’s service delivery to the most at-risk. Be willing to share successes and failures within the CoP to increase the capacity of the group.
4. Engage, as needed, non-CoP organizations and high risk individuals as resources to better understand the needs of the target population.
5. Complete any reading assignments or other homework prior to attending the orientation and monthly sessions.
6. Participate in formal and informal opportunities to share lessons learned with the broader network of social service providers to inform systemic change.
7. Participate in an evaluation process of the 12-month engagement that assesses the effectiveness of the CoP, highlighting at a minimum:
  - a. Lessons learned—including successes and failures—related to serving high risk individuals
  - b. New approaches to your organization’s work, working with others, and in the sector

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<sup>i</sup> Linda Harris and Kisha Bird. “Comments to U.S. Department of Education Request for Information on Strategies for Improving Outcomes for Disconnected Youth,” Paper submitted by Center for Law and Social Policy, July 2012