

City and County of San Francisco

Request for Proposals
for
2012 Reentry Services
Adult Probation Department
City & County of San Francisco



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TABLE OF CONTENTS

I. INTRODUCTION 4

A. Project Summary4

B. Mission, Vision and Values4

II. ELIGIBILITY, CONTRACT AMOUNTS AND CONTRACT AWARD and TERM... 5

A. Eligibility.....5

B. Contract Amounts.....5

C. Contract Award and Term 6

III. TARGET POPULATION 7

A. Demographic Highlights.....7

**IV. PROPOSAL SUBMISSION TIMELINE, E-QUESTIONS, AND PRE-PROPOSAL
CONFERENCE..... 9**

A. Proposal Submission Timeline.....9

B. E-Questions.....10

C. Pre-Proposal Conference.....10

V. MINIMUM AGENCY REQUIREMENTS..... 10

A. Financial Management Capacity Requirements 11

B. Cultural Competency Requirements..... 12

C. Evaluation and Data Requirements 12

D. Harm Reduction..... 13

E. Access to Behavioral Health Services..... 14

F. Prior Performance Requirements 14

G. Americans with Disabilities Act and Access Requirements 15

H. Commitment to Best and Evidence Based Practices..... 15

VI. SCOPE OF WORK 16

A. Background 16

 1. Senate Bill 678 and Community Corrections Partnership 16

 2. AB109/AB117 and Community Corrections Partnership Executive Committee..... 17

 3. Reentry Council of the City and County of San Francisco (Reentry Council)..... 18

 4. Additional Local, State and Federal Funding Efforts 19

 5. COMPAS, Criminogenic Needs and Community Functioning Factors 19

 6. Theoretical Framework..... 23

 7. Effective Interventions and Women’s Gender Responsive Strategies 25

 8. Therapeutic Program Environment 26

B.	Reentry Services Descriptions, and Performance Measures and Outcome Goals.....	27
VII.	PROPOSAL SUBMISSION CONTENTS.....	56
A.	Minimum Agency Requirements.....	56
B.	Proposal Content.....	57
3.	Budget	59
VIII.	PROPOSAL SUBMISSION REQUIREMENTS.....	61
A.	Non-Binding Letter of Intent	61
B.	Time and Place of Proposal Submission	61
C.	Format.....	62
D.	Evaluation and Selection Criteria	62
E.	Proposal Scoring Criteria.....	63
IX.	TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS.....	67
X.	CONTRACT REQUIREMENTS	72
XI.	PROTEST PROCEDURES.....	73
APPENDICES		74
Appendix A:	Application Checklist.....	74
Appendix B:	Application Cover Page.....	74
Appendix C:	Budget Forms	74
Appendix D:	HRC Standard Forms.....	74
Appendix E:	HRC Attachment 2	74
Appendix F:	National Institute of Corrections: Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders.....	74
Appendix G:	SFAPD-ADA Program Accommodations Checklist	74
Appendix H:	SFAPD Template Reference Letter	74
Appendix I:	California Association of Addition Recovery Services, Sober Living Environment Checklist.....	74
Appendix J:	SFAPD Contract Template.....	74
Appendix K:	Sample COMPAS, Individualized Treatment and Rehabilitation Plan.....	74

I. INTRODUCTION

A. Project Summary

The San Francisco Adult Probation Department (SFAPD) has issued this Request for Proposals (RFP) to identify reentry services providers and seeks to achieve two goals:

- 1.) To create a pre-qualified list of reentry services providers that will be eligible for future funded contracts with the SFAPD for the period of September 1, 2012 through June 30, 2017 (The pre-qualified list will be valid for approximately five years). Entities earning placement on the pre-qualified list will be eligible for subsequent funding opportunities.
- 2.) To select a subset of qualified providers from the pre-qualified list that will provide a specific set of reentry services for an initial period of September 1, 2012 – August 31, 2013. The SFAPD will retain the discretion to renew originally funded contracts for four additional terms contingent on availability of funding each contract year and demonstrated successful performance by funded entities each contract year.
 - o Funding Currently Available: \$1,041,753 – SB678 Community Corrections Performance Incentive Funds for Probationer Reentry Services.

The section, “Evaluation and Selection Criteria,” outlines the steps the SFAPD will take to make pre-qualification and funding decisions.

B. Mission, Vision and Values

The SFAPD is guided by the following Mission, Vision and Values:

Mission

“Protecting the Community, Serving Justice and Changing Lives”

Vision

The San Francisco Adult Probation Department achieves excellence in community corrections, public safety and public service through the integration of Evidence Based Practices and a victim centered approach into our supervision strategies. We collaborate with law enforcements, Courts, Department of Public Health, victim organizations and community based organizations to provide a unique blend of enforcement, justice and treatment. We are leaders in our profession, exemplifying the highest standards. We extend a continuum of integrated services to address our probationers’ criminogenic needs and empower them to become productive law-abiding citizens.

Values: P.R.O.T.E.C.T. Our Community

Protect: We value protection of the residents of the City and County of San Francisco.

Respect: We value respect and personal wellness for ourselves, each other and all members of the community.

Opportunities: We value providing opportunities for offender rehabilitation, improved public

safety, victim restoration, and maximizing officer and employee potential.

Teamwork: We value teamwork and cooperation through partnerships with all justice and community stakeholders.

Ethics: We value impartiality, accountability, diversity, professionalism and a strong work ethic.

Commitment: We value our commitment to Public Safety and Public Service.

Trust: We value the trust placed in us by the public we serve and perform our duties with integrity and possess the skills set unique to our profession through systematic integration of Evidence Based Principles.

This RFP seeks proposers that have a service delivery philosophy that is aligned with the department’s mission, vision and values.

II. ELIGIBILITY, CONTRACT AMOUNTS AND CONTRACT AWARD and TERM

A. Eligibility

- Non-profit and for-profit proposers are eligible to apply.
- Collaborative proposals are permitted. The proposal should clearly describe the collaborative partner roles, the referral mechanism, and how client information will be appropriately shared across partners. MOUs and/or Letters of Intent reflecting the collaboration and commitments must be included for each key, collaborative partner.
- Proposers must be City approved vendors in good standing, enrolled in Paymode X/ACH, and must also become compliant with the 12B Equal Benefits Ordinance.

B. Contract Amounts

The below table provides a summary of the pre-qualified and funded opportunities afforded by this RFP:

REENTRY SERVICES		Service Addresses CRIMINOGENIC NEED or COMMUNITY FUNCTIONING FACTOR?	PRE- QUALIFY LIST	SB 678 FUNDING AVAILABLE
CIVIL RIGHTS AND CIVIC ENGAGEMENT				
1	Community Service Program	Community Functioning	X	N/A
2	Voting	Community Functioning	X	N/A
3	Collateral Consequences of Criminal Records	Community Functioning	X	N/A

San Francisco Adult Probation Department, Reentry Services Request for Proposals

HEALTH AND WELL BEING				
4	Domestic Violence Prevention/Healthy Relationships	Criminogenic Need	X	N/A
5	Health Education and Outreach	Community Functioning	X	N/A
6	Sex Offender Services	Criminogenic Need	X	N/A
7	Intensive Case Management	Community Functioning	X	\$212,266
8	Parenting	Community Functioning	X	N/A
9	Relapse Prevention Services	Criminogenic Need	X	N/A
10	Women's Gender Responsive Services	Criminogenic Need	X	N/A
11	Sober Living Environment/Transitional Housing	Community Functioning	X	\$228,550
12	Substance Abuse Treatment	Criminogenic Need	X	N/A
Total Health and Well Being				\$440,816
SELF SUFFICIENCY				
13	Basic and Higher Education	Criminogenic Need	X	N/A
14	Creative Arts Education	Community Functioning	X	N/A
15	Employment Services (Funding for Transitional Jobs Only)	Criminogenic Need	X	\$500,000
16	Income Supports and Financial Empowerment - Financial Literacy	Community Functioning	X	\$50,000
17	Tattoo Removal Services	Community Functioning	X	N/A
18	Life Skills Training	Criminogenic Need	X	N/A
Total Self Sufficiency				\$550,000
WELFARE AND SAFETY				
19	Community Engagement for Success - Mentoring	Criminogenic Need	X	N/A
20	Restorative Justice/Victim Offender Mediation	Criminogenic Need	X	\$50,937
Total Welfare and Safety				\$50,937
TOTAL RFP ALLOCATION				\$1,041,753

C. Contract Award and Term

The SFAPD will use this RFP process for two purposes: 1.) To generate a list of entities that can become pre-qualified across all reentry services categories, and 2.) To contract with a subset of pre-qualified entities across specific reentry services categories.

For the entities that are selected to receive funding, the SFAPD will issue Notices of Intent to Award to the selected Proposers with whom SFAPD staff shall commence contract negotiations. The selection of any proposal shall not imply acceptance by the City of all terms of the proposal,

which may be subject to further negotiation and approvals before the City may be legally bound thereby. If a satisfactory contract cannot be negotiated in a reasonable time the SFAPD in its sole discretion may terminate negotiations with the recommended proposer and begin contract negotiations with the next eligible proposer.

For the entities that receive funding, the initial contract will be for twelve months (September 1, 2012 – August 31, 2013). The City and County of San Francisco will reserve the right to renew or extend the contracts for up to four (4) terms without conducting another formal and competitive bid process. Contract renewal and amounts each subsequent year are contingent on availability of funds at the start of each fiscal year and highly satisfactory program performance

For all entities that are approved to be on the pre-qualified list, the City and County of San Francisco will reserve the right to consider subsequent reentry services contracting opportunities, contingent on available funding, for a period of up to four terms following the start date of the one-year contracts initially established through this RFP.

III. TARGET POPULATION

The SFAPD seeks to partner with entities that have expertise in delivering a range of reentry services to a diverse population under supervision who have been assessed as medium or high risk to re-offend.

- Men, Women and Transgender clients, ages 18 and older, on Probation (PC 1203), Post-Release Community Supervision (PRCS), and PC 1170(h) including individuals on Mandatory Supervision under PC1170 (h) (5) (B).

Proposers are encouraged to understand the demographics and criminogenic needs of individuals on all types of supervision and to ensure that proposals clearly articulate a track record of experience providing commensurate evidence based services and interventions.

However, 100% of **the \$1,041,753** awarded through this RFP will be designated towards services for individuals on General Probation pursuant to Penal Code (PC) 1203 who have been assessed as medium or high risk to re-offend.

Notwithstanding, this RFP has an overarching purpose to pre-qualify entities for future funding opportunities that may also include funding for the PRCS and Mandatory Supervision populations, therefore the SFAPD seeks entities that have expertise in serving individuals on Probation, Post Release Community Supervision and Mandatory Supervision who have been assessed as medium or high risk to re-offend.

The section, “Evaluation and Selection Criteria,” provides information on how the SFAPD will determine which of the pre-qualified entities will be selected for funding to serve General Probationers.

A. Demographic Highlights

SFAPD currently supervises 6,106 clients, 81 percent (4,912 individuals) of whom are on probation for a felony conviction and 19 percent (1,190 individuals) of whom are on probation for a misdemeanor. Of the total probation population, 235 individuals (4 percent) are currently on PRCS and 37 are currently on Mandatory Supervision, per an 1170h split sentence.

While a majority (84 percent) of all probationers is male, a higher proportion of PRCS and 1170h clients are male, 93 and 92 percent, respectively. The average age of the overall probation population is 38, with PRCS clients tending to be slightly older and 1170h clients slightly younger, on average.

Current SFAPD information shows that zip codes with the highest proportion of probationers in San Francisco are 94102 (District 5 and 6 – Western Addition/Tenderloin), 94103 (District 3 - SOMA/Tenderloin), 94110 (District 9 - Mission), and 94124 (District 10 - Bayview).

Sixty-eight (68%) of probationers are high/medium risk for violence, recidivism and failure to appear in court. The designation is generated from an individual’s COMPAS assessment, which surveys attitudes and behaviors across 22 different scales, which are grouped into five main categories: criminal involvement, relationships/lifestyles, personality/attitudes, family and social exclusion. The SFAPD administers the COMPAS assessment. The section “Reentry Services Overview and Descriptions: Criminogenic Needs” provides additional information on the COMPAS and criminogenic needs.

More details on SFAPD’s overall probation population, as well as detail on PRCS and 1170h clients, as of March 30, 2012, is provided below.

	Total Probation Population	PRCS Clients Only	Penal Code (PC) 1170h Mandatory Supervision Clients Only
Total Number	6,106	235	37
Gender			
Male	5,102 84%	219 93%	34 92%
Female	1,002 16%	16 7%	3 8%
Transgender	2 0%	0	0
Age			
Average Age	38	39	37
18 – 25 years old	18%	10%	22%
26 – 35 years old	31%	33%	27%
36 – 45 years old	23%	27%	24%
46 – 55 years old	20%	25%	22%
56 – 65 years old	7%	6%	5%
66 and older	1%	0%	0%

San Francisco Adult Probation Department, Reentry Services Request for Proposals

Race / Ethnicity¹			
White	21%	19%	26%
Black	39%	60%	58%
Hispanic	17%	14%	13%
Asian	4%	2%	2%
Pacific Islander	2%	NA	NA
Filipino	NA	1%	NA
Samoan	NA	1%	NA
Native American	NA	0%	NA
Other	3%	3%	0%
Unknown	15%	0%	2%

¹ Race and ethnicity information is provided by probation officers, Superior Court sentencing commitments, and the California Department of Corrections and Rehabilitation and therefore the categories vary.

*As of March 30, 2012

IV. PROPOSAL SUBMISSION TIMELINE, E-QUESTIONS, AND PRE-PROPOSAL CONFERENCE

A. Proposal Submission Timeline

Proposal Submission Phase	Date & Time
RFP is issued by the City	Monday, May 21, 2012
E-Question period opens (Please email them)	Monday, May 21, 2012
Pre-proposal conference	Wednesday, May 30, 2012 from 1pm – 5pm in Room 305, City Hall, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94103
E-Question period ends	Friday, June 1, 2012 at 5pm
Non-Binding Letters of Intent Due	Thursday, June 7, 2012 at 5pm
Proposals due	Monday, June 25, 2012 at 5pm

Estimated Proposal Review Phase	Date
Proposal Technical/Mandatory Minimum Requirements Review	Tuesday, June 26 – Friday, June 29, 2012
Reader Review	Monday, July 2 – Friday, July 27, 2012
Reader Panel Discussion	Monday, July 30, 2012 at 1pm
Announcements	Wednesday, August 1, 2012
Negotiate and Finalize Contract	Thursday, August 2 – Friday, August 31, 2012
Contract Start Date	Saturday, September 1, 2012 (Actual program start date will be Monday, September 3, 2012)

B. E-Questions

E-Questions may only be submitted from Monday, May 21, 2012 until 12:00pm on Friday, June 1, 2012 at 5pm. The SFAPD cannot respond to any questions submitted after the close time/date.

All questions and requests for clarification or information must be received by email and will be answered by staff on Monday, June 4, 2012. Answers will be posted on the SFAPD website at: <http://www.sfgov.org/adultprobation>. All questions are to be directed to the following e-mail address: Lauren.bell@sfgov.org.

C. Pre-Proposal Conference

Proposers are encouraged to attend a pre-proposal conference from 1:00 PM to 4:30 PM on **Wednesday, May 30, 2012** to be held at **City Hall, 1 Dr. Carleton B. Goodlett Place, Rm. 305, San Francisco, CA 94103.**

The anticipated agenda is as follows:

- I. RFP Overview
- II. Review of Evidence-Based Practices
- III. Presentation of Self Sufficiency, and Health and Well Being Reentry Services
- IV. Presentation of Civil Rights and Civic Engagement, and Welfare and Safety Reentry Services
- V. Questions and Answers

All questions will be addressed at this conference and any available new information will be provided at that time. If you have further questions regarding the RFP, please contact Lauren Bell, Reentry Services Manager via phone at (415) 553-4919, or via email at Lauren.bell@sfgov.org.

The City will keep a record of all parties who formally request and receive copies of the RFP. Any requests for information concerning the RFP during the open E-Questions period must be emailed. Any substantive replies will be issued as written addenda to the RFP by Monday, June 4, 2012 and will be posted on the SFAPD's website at <http://www.sfgov.org/adultprobation>. Questions raised at the pre-proposal conference may be answered orally. If any substantive new information is provided in response to questions raised at the bidders conference, it will also be memorialized in a written addendum to this RFP and will be posted on the SFAPD's website at <http://www.sfgov.org/adultprobation> Monday, June 4, 2012. No emailed questions or requests for interpretation will be accepted after **5:00 PM on Friday, June 1, 2012.**

V. MINIMUM AGENCY REQUIREMENTS

Proposers must meet the following Minimum Agency Requirements. While proposers do not need to include documentation in their submission from any proposed sub awardees; it is the proposer's responsibility to ensure that all proposed sub awardees can also meet minimum agency requirements. Failure to ensure sub awardee qualifications may impact

lead agency funding. Any proposals failing to demonstrate the required minimum requirements will be considered non-responsive and will not be eligible for proposal review or award.

In addition to providing the specific documents requested below, proposers can also provide up to six (6) pages responding to any questions imbedded in each of the below sections.

A. Financial Management Capacity Requirements

Non-profit proposers must demonstrate a consistent high standard of financial management as evidenced by unqualified audit opinions, a reasonable level of cash reserves, management letters accompanied by audited financial statements that are relatively free of internal control comments.

In response to this RFP, non-profit proposers must provide a copy of:

- 1) Most recent audited financial statements conducted by independent Certified Public Accountant and accompanying management letters. If the organization has never had such an audit, please submit the most recent unaudited financial statements, and a brief statement of reasons for not ever having conducted an independent audit.
- 2) Current agency-wide budget, balance sheet, and profit and loss statement.
- 3) Current Board of Director's by-laws as well as a roster of the organization's Board of Directors including the directors' names, titles, phone numbers, and email addresses.
- 4) Approved application for recognition of exemption from federal taxes under Internal Revenue Code, i.e., your 501(c) 3 Letter.
- 5) Three (3) letters of references who can speak to the proposer's management of grant or contract funding for provision of direct services to clients. Please be sure that each reference includes the following information in the letter: name, job title, organizational affiliation, email address, and phone number of individual grant program or contract administrator. Please see Appendix H for the template reference letter.

For profit proposers must demonstrate a consistent high standard of financial management and viability.

Accordingly, in response to this RFP, proposers must provide a copy of:

- 1) Most recent company annual report.
- 2) Current company budget, balance sheet, and profit and loss statement.
- 3) Current Board of Director's by-laws as well as a roster of the company's Board of Directors including the directors' names, titles, phone numbers, and email addresses.

- 4) Most recently submitted federal tax returns.
- 5) Three (3) references who can speak to the proposer's management of grant or contract funding for provision of direct services to clients. For each of the three, please provide name, job title, organizational affiliation, email address, and phone number of individual grant program or contract administrator. References may be with private foundations, or federal, state, or local government. Please see Appendix H for the template reference letter.

B. Cultural Competency Requirements

The SFAPD is committed to ensuring that culturally and linguistically appropriate and proficient services are available to the diverse clients that will access services. Positively engaging and clients through culturally and linguistically relevant services and effective communication is essential to effective engagement and support.

Effective communication requires, at a minimum, the provision of services and information in appropriate languages, at appropriate educational and literacy levels, and in the context of the individual's cultural identity. Cultural competency requires a demonstrated respect, awareness, and dynamic appreciation of the beliefs, practices, traditions, religions, history, languages, and in the case of this RFP, criminal histories of diverse individuals and communities. Cultural competency and capacity must be reflected throughout all levels of the organization, from organizational vision and mission statement, to board and staff recruitment, to planning and policy making, to staff skills development and training, to administrative and policy implementation, and to service delivery approaches.

Proposals funded under this RFP must consider cultural and linguistic factors in addressing the needs of the multicultural populations to be served. Population identities may include, but are not limited to, race and ethnicity, gender and gender identity, sexual orientation, economic class, age, family status, immigration status, language spoken and understood, physical and mental disabilities, living situation, drug of choice, criminal history, and experience of trauma. Contractors shall be prepared to participate in mandated cultural competency trainings.

Proposers shall demonstrate a commitment to the cultural competence by providing the below information:

- o Do you have an existing policy on cultural and linguistic competency that describes how organizational mission, policies, programs, evaluation protocols and reflect a value for cultural and linguistic competency? If yes, please provide. If no, please describe what your policy will look like.

C. Evaluation and Data Requirements

The SFAPD is committed to being a data driven organization rooted in evidence-based practices, and seeks to evaluate reentry provider services and interventions based on "outcomes," not just "outputs." This objective implies that programs under this RFP and the larger system are

accountable for helping clients achieve an agreed upon range of reentry and other goals. Evaluating the outcomes of our services with meaningful data will help ensure that we are fulfilling our responsibilities to our clients. Providers funded under this RFP will be required to collect extensive data, and report on daily, weekly, monthly, quarterly and annual client and service delivery and outcome data, as defined in collaboration with SFAPD staff. Providers shall be prepared to participate in mandated assessment, evaluation, and data collection trainings and to report on service delivery and outcome data in SFAPD-provided report templates.

Proposers must demonstrate they have experience and program capacity to support extensive, high-quality data collection and a commitment to continuous data collection, quality improvement activities, regular reporting, and evaluation efforts.

Please provide information on experience administering or participating in data collection and evaluation efforts:

- Please describe your current hard copy and/or electronic system for acquiring and tracking client information, including when client information is collected and by whom, what information is collected, where it is stored, and how it is maintained and updated.
- Please describe your staff's capacity and experience in data collection.
- Please describe how clients will be part of ongoing quality control improvements, or part of evaluation planning efforts.
- Please provide a recent copy of an evaluation that was conducted on your organization or a program in your organization and describe the kind of data collection the evaluation entailed.

D. Harm Reduction

On September 5, 2000, the San Francisco Health Commission unanimously passed a resolution adopting a Harm Reduction Policy for Substance Abuse, STD and HIV treatment and prevention services, and/or programs that serve drug addicted individuals in their programs. Harm reduction is a public health philosophy that promotes methods of reducing the physical, social, emotional, and economic harms associated with drug and alcohol use and other harmful behaviors on individuals and their community. Harm reduction methods and treatment goals are free of judgment or blame and directly involve the client in setting their own goals. Proposers shall demonstrate a commitment to the Policy by describing how they have met or will have incorporated the following principles:

- Clients respond well to culturally competent, non-judgmental services, delivered in a manner that demonstrates respect for individual dignity, personal strength, and self-determination.
- Service providers are responsible to the wider community for delivering interventions which attempt to reduce the economic, social and physical consequences of drug- and alcohol-related harm and harms associated with other behaviors or practices that put individuals at risk.
- Because those engaged in unsafe health practices are often difficult to reach through traditional service venues, reentry services providers will seek creative

opportunities and develop new strategies to engage, motivate, and intervene with potential clients.

- Relapse or periods of return to unsafe health practices are not equated with or conceptualized as “failure of treatment”. Neither city or community partners should conceptualize this relapse as a failure of treatment or cause for permanently terminating a person from services (unless the relapse happens in tandem with another action that breaks a rule or guideline that expressly results in program or service termination).
- The SFAPD will use a standardized incentives and sanctions matrix to respond to individuals who by virtue of relapsing are also out of compliance with the terms and conditions of their court ordered supervision.
- Proposers should include a statement in the narrative portion of this section of the proposal that acknowledges understanding of this Harm Reduction framework and commits to requiring all staff to integrate the principles into work with clients.

E. Access to Behavioral Health Services

Timely access to behavioral health services is critical to successful outcomes for criminal justice involved individuals. All reentry services providers, regardless of whether behavioral health service provision is a core component of overall service delivery, will pay astute attention to the potential behavioral health needs of all clients that walk through the door and follow up as follows to ensure that potential behavioral health needs get addressed: (The SFAPD is **not** asking non expert providers to assess or provide behavioral health services to clients that access reentry services, **but is** asking providers to be mindful of the importance of timely behavioral health access and to follow these procedures) 1.) Immediately contact the client’s Deputy Probation Officer as soon as a behavioral health question is raised. 2.) Determine whether the client has a current or past referral to the Department of Public Health’s, Community Behavioral Health Services’ (CBHS), Behavioral Health Access Center (BHAC). BHAC is the centralized assessment, referral and placement arm of CBHS Community Programs. The Center provides a welcoming and responsive environment for clients with behavioral health issues and streamlines access to integrated services. 3.) If client has not been seen by BHAC, discuss the specific client circumstances with the DPO and identify the next concrete step for addressing a client’s potential behavioral health need. 4.) Ensure that the client file has a signed a Release of Information form so that appropriate levels of information can be exchanged between authorized entities.

- In the narrative, proposers should include a statement that acknowledges understanding of the protocol and commits all staff to following the protocols.

F. Prior Performance Requirements

Proposers must demonstrate that they have a record of consistent service delivery for two (2) prior years in providing the services and supports under the component for which funding is sought, or providing similar services to the targeted population.

- In the narrative, proposers should state the number of years that relevant services

have been provided. Proposers should also include a table that details the range of public and private sector contracts that have been received and the term of each contract. Proposers that cannot document at least two years of prior performance may not be eligible for further review or award.

G. Americans with Disabilities Act and Access Requirements

Americans with Disabilities Act (ADA) compliance and implementation of access to persons with the broadest possible range of abilities is required. Proposers must demonstrate compliance by ensuring that reentry services are both architecturally and programmatically accessible. Contractors shall be prepared to participate in mandated accessibility trainings, and regular reporting requirements related to accessibility.

- Proposers should include a reasonable accommodation policy for staff and clients if it is available.
- Proposers should also complete the ADA Program Accommodation Checklist, which is included as Appendix G in this RFP.

At a minimum, proposers must provide the following information:

- A description of how clients are notified of their rights under disability rights laws and how staff are trained on their obligations under disability rights laws.
- A description of how strategies, policies, and procedures will ensure that reentry services will be programmatically accessible to people with the broadest range of abilities.
- Additionally proposers should include a professional review of architectural accessibility of all sites where reentry services activities will take place if it is available. If a review is not available, the proposal should describe architectural access of service sites in detail.

H. Commitment to Best and Evidence Based Practices

The SFAPD is committed to implementing the National Institute of Corrections (NIC) integrated and strategic model for evidence-based practices, the Eight Principles of Effective Intervention, the California Department of Corrections and Rehabilitation's practice for community corrections, and the California Department of Corrections and Rehabilitation's, California Program Assessment Process. The CPAP is an instrument designed to measure the conformity of offender change programs to research-derived principles of effective correctional programming and the extent of research evidence supporting the program's model. These cadre of principles must be at the foundation of any proposed recidivism reduction program.

You can learn more about these NIC principles at: <http://nicic.gov/?q=ebp> and CDCR/CPAP at: <http://ucicorrections.seweb.uci.edu/pdf/CPAPTrainingManual.pdf>.

All entities that are pre-qualified or funded through this RFP must indicate in their proposal on how it intends to adhere to these principles and practices, in addition to, describing what other

specific best practices and EBP associated with their specific services or treatment would be utilized.

Consequently, proposers must provide a summary that addresses the following information:

- Describe the proposer's research based program/service model.
- Describe the benefits of using a research based risk and needs assessment tool for criminal justice practitioners and how it assists them in placement, supervision and case management of individuals in the community.
- Please describe the criminogenic needs of medium and high risk and high need, criminal justice involved individuals.
- Describe the evidence based curriculum that will be used to help clients accept responsibility for their behaviors and develop intrinsic motivation to change the behavior. The description should include "Reentry Service Type (I.e. Substance Abuse Treatment, Relapse Prevention, etc.)," "Curriculum Title," Curriculum Source Information," and "Staff Training Requirements." If a curriculum is not available, the proposer should include a statement that describes a plan for ensuring program quality, integrity and consistency; and staff training on any associated policies and protocols.
- What strategies or approaches will the program use to identify and engage medium to high risk offenders?
- Describe the organization's incentives and rewards framework for encouraging clients' behavior modification.

These principles will be highlighted again in the scope of work and evaluation and selection criteria sections of this RFP.

Proposers will be rated on their ability to demonstrate knowledge and potential to integrate and operationalize these principles within service design and delivery.

VI. SCOPE OF WORK

A. Background

The index of reentry services in this RFP are the result of local and state strategic planning efforts that have been conducted over the past several years.

1. Senate Bill 678 and Community Corrections Partnership

Local criminal justice reform met statewide reform mandates at an unprecedented crossroads in the last couple of years. SB 678 was signed into law in October 2009. The purpose of the bill is to reduce recidivism amongst felony probationers by improving probation services using evidence based practices. SB678 required the formation of a Community Corrections Partnership (CCP), which advises the City and County of San Francisco on the use of evidence-based practices in sentencing and probation. It also created the Community Corrections Performance Incentive Fund, which rewards county probation departments for decreasing the

number of felony probationers that are revoked and sentenced to state prison. From 2009 to 2010, San Francisco successfully decreased its commitments of felony probationers to state prison by over 40%, sending 104 fewer felony probationers to state prison on a revocation. For this remarkable success, the SFAPD has received over \$2.1 million from the state to further support the implementation of evidence-based practices. The Department has dedicated 100% of these resources to services, housing, treatment, employment, and related services to support people on probation through implementation of evidence-based alternatives to state prison. Some of these funds will be allocated to the San Francisco Department of Public Health for residential and outpatient treatment. The rest will be awarded through this RFP process.

2. AB109/AB117 and Community Corrections Partnership Executive Committee

In an effort to address overcrowding in California's prisons and assist in alleviating the state's financial crisis, the Public Safety Realignment Act (AB 109) was signed into law on April 4, 2011. Amended by AB 117, which was signed into law on June 28 2011, AB109 transfers responsibility for supervising specified lower level inmates and parolees from the California Department of Corrections and Rehabilitation to counties. Implementation of the Public Safety Realignment Act began on October 1, 2011.

A summary of the four major changes enacted by Public Safety Realignment is below.

Post-Release Community Supervision: People released from State Prison on or after October 1st, 2011 who were serving sentence for a non-serious, non-violent, non-sex offense were released to Post-Release Community Supervision (PRCS), which is the responsibility of the Adult Probation Department. Prior to October 1st, 2011 these individuals would have been on State Parole. PRCS revocations are heard in San Francisco Superior Court, and revocation sentences are served in San Francisco County Jail.

Flash Incarceration: Defined under PC3454(c) as a period of detention in county jail for 1- 10 consecutive days. "Shorter, but if necessary more frequent, periods of detention for violations of an offender's post-release supervision conditions shall appropriately punish an offender while preventing the disruption in a work or home establishment that typically arises from longer term revocations. APD, the supervising agency of Post-Release Community Supervisee may use a short term of incarceration in county jail as a sanction for violations of the terms and conditions of post-release community supervision.

Parole Violations: People released from State Prison on or after October 1st who were serving a sentence for a serious, violent, or sex offense continue to be released to State Parole. Parole violation hearings are still conducted by the Board of Parole Hearings. Parole violation sentences are no longer served in State Prison, but in San Francisco County Jail. Post July 1, 2013 the revocation process will work the same for parolees as it does for PRCS.

Redefining Felonies: Individuals convicted of certain felonies on or after October 1st may be sentenced to San Francisco County Jail for more than 12 months. Individuals sentenced under PC1170(h) may be sentenced to the low, mid, or upper term of a triad. The individual may be sentenced to serve that entire time in County Jail, or may be sentenced to serve that time split

between County Jail and Mandatory Supervision. Mandatory Supervision is the responsibility of the Adult Probation Department.

3. Reentry Council of the City and County of San Francisco (Reentry Council)

As established by San Francisco Administrative Code 5.1, the Reentry Council initiated a broad based effort to identify the range of reentry services that may best support a person's successful and permanent transition from the criminal justice system. Efforts were largely driven by the Reentry Council's sub-committees which included knowledgeable and committed city representatives, and even more importantly, members of the community that either lived in neighborhoods largely impacted by crime and incarceration or other front line professionals that worked tirelessly to help currently and formerly incarcerated people permanently exit the criminal justice system. The Reentry Council's due diligence also included review of the existing reentry services stock and service capacity, focus groups with city and community partners, and focus groups with a wide range of consumers of reentry services. The Reentry Council's efforts culminated in the creation of a 2010 Annual Report that included concentrated input from the city, community and criminal justice involved individuals. You can access this report at <http://sfreentry.com/our-progress/>.

The 2010 Annual Report consolidated reentry service needs within five components:

Civil Rights and Civic Engagement: Ensures that individuals with conviction histories are able to acquire personal identification needed to fully function in society, clarifies criminal history details and provides legal relief when available, holds employment and housing authority accountable for proper use of criminal records and encourages individuals with criminal histories to participate in public education activities that raise public awareness about root causes of criminal justice system involvement, and what strategies are effective for helping individuals permanently exit the criminal justice system. As individuals learn to fully engage in community and government, they gain independence, self-empowerment and a healthy separation from the criminal justice system. The more an individual legally and psychically distances him/herself from the system, the less comfortable they are with returning to it.

Health and Well Being: Ensures that individuals with conviction histories get access to appropriate housing, physical health, behavioral health and other peer driven wellness strategies. Individuals whose physical and mental health needs are addressed in a timely fashion by skilled, knowledgeable and compassionate staff can learn to honor the steps they need to take to gain greater control of their unique circumstances. As people let go of the fear of being alone or on their own to deal with these disturbances, they gain a sense of normalcy and stability and are less likely to re-offend.

Self Sufficiency: Ensures that individuals with conviction histories receive a breadth of education, employment, income support and financial empowerment services both in custody and in the community so that they can take full responsibility for financial obligations. Individuals that build knowledge, skills, support systems and assets learn that their pro-social actions can turn into real capital that is sufficient for maintaining stable, safe and peaceful

lifestyles. Individuals are less likely to re-offend when they create and have the resources to sustain themselves.

Welfare and Safety of Families, Victims and Communities: Ensures a clear focus on the traumatic impact that criminal justice involvement has on families, victims and communities and seeks to ensure meaningful opportunities for families to stay connected during incarceration or to re-connect post incarceration, for victims and survivors to feel righteous vindication and a renewed sense of systematic and personal safety, for victims and offenders to face each other in constructive dialogue; and for communities to work and advocate together with a common resolve to prevent violence and criminal activity. As families, victims and community are empowered to hold individuals accountable for criminal actions and to simultaneously develop empathy regarding the root causes of criminal activities; a process of healing and forgiveness can unfold. As criminal justice involved individuals gain a renewed sense of dignity and humanity, they are less likely to re-offend.

Community Justice and Alternatives to Incarceration (This RFP will not include funding for services in this category): Ensures that decision makers in the criminal justice system look beyond offense based disposition, isolation and containment options and towards integrating analysis of criminogenic needs into sentencing, custody and community corrections decisions; and encourages appropriate consideration of alternative programming options that yield potential to both hold individuals accountable for actions and rehabilitate them via evidence based strategies that build self-worth and self-sufficiency. As criminal justice involved individuals experience corrections and alternative programming interventions that are commensurate with their criminogenic needs and community functioning factors, get access to appropriate treatment and services needed to address root causes of criminal attitudes and behaviors, they become less likely to re-offend.

You can learn more about the Reentry Council of the City and County of San Francisco, AB 109 and SB 678 on the SFAPD's website which is found at: <http://www.sfgov.org/adultprobation>.

4. Additional Local, State and Federal Funding Efforts

The SFAPD has experienced significant success with acquiring funding through private philanthropic and federal grant opportunities, and will continue to commit staff time to researching and pursuing additional local, state and federal funding in an a continuing effort to advance best practices and to address service gaps identified through local planning efforts. The SFAPD anticipates forthcoming funding opportunities and encourages entities to take advantage of this opportunity to get pre-qualified over an approximate five year period (September 1, 2012 through June 30, 2017). Entities that become pre-qualified through this process will be eligible for these subsequent opportunities.

5. COMPAS, Criminogenic Needs and Community Functioning Factors

The SFAPD and other criminal justice experts around the country have learned through research and practice that recidivism reduction strategies yield the greatest potential for success when they include the use of research-tested, actuarial tools to assess risk and needs, focus on criminogenic needs and community functioning factors; integrate evidence based interventions into service

design and delivery; and are administered by qualified staff, and with appropriate intensity and duration.

COMPAS

The SFAPD will administer the Northpointe Correctional Offender Management and Profiling Alternative Sanctions (COMPAS) Assessment tool to identify each client's strengths, needs and risk factors. This tool assesses such factors as the life conditions of the participant at the time of the crime, personal development and family of origin, educational development, vocational training/employment, criminal justice involvement, both as an adolescent and adult, past and current relationships, physical, emotional, and sexual abuse/incest history, parenting history, including children's ages, needs, current places of residence, difficulties and strengths, and the individual's plans for reunification with children if appropriate, medial history, including use of psychotropic medications, alcohol and drug use history, including substance use/abuse patterns in the individual's family of origin, living situation prior to commitment, examples of resiliency, and assets and capabilities. It is through this assessment process that the DPO will identify the probationer's Criminogenic needs, develop an *Individual Treatment and Rehabilitation Plan* (ITRP) and match the probationer with treatment programs and services that address his/her specific dynamic risk factors

The COMPAS is an objective risk and needs assessment instrument that assists the SFAPD in determining:

- **Risk – WHO to target (The recidivism reduction risk principle)**

In this context, the NIC defines "risk" as the likelihood that an individual (either formerly incarcerated and/or under supervision of a justice agency) will commit a crime or violate the conditions of his/her supervision. Risk does not refer to the seriousness of crime that a person has committed in the past or will commit in the future. People who have committed a violent or assaultive offense may still be considered at low risk of committing a future crime, for example. Standard assessment tools do not predict an individual's likelihood of committing violent crimes; they only provide information on the likelihood that a person will reoffend in the future.

- **Needs – WHAT to treat (The recidivism reduction need principle)**

In this context, the NIC defines "need" as the characteristics or circumstances (such as antisocial attitudes, beliefs, thinking patterns, and friends) that research has shown are associated with criminal behavior, but which a person can change. These needs are used to predict risk of criminal behavior. Because criminogenic needs are dynamic, risk of recidivism can be lowered when these needs are adequately addressed. While a person may have many needs, not all of their needs are directly associated with their likelihood of committing a crime.

- **Responsivity – HOW to go about it. (The recidivism reduction responsivity principle)**

In this context, the NIC explains the responsivity principle as follows:

The responsivity principle requires that all of an individual's barriers to learning are considered when assigning or delivering services. People require interventions that are tailored to their distinct personality traits, service needs, and characteristics. Barriers to learning can include a mental illness, low motivation, and unpreparedness for change. Adherence to responsivity principles can help service providers address noncriminogenic needs that interfere with interventions or learning and motivate individuals who are unprepared for change.

One of the most important responsivity issues that should be addressed is an individual's motivation to change. Research driven techniques that have proven to be effective in motivating change include:

- Providing more compliments than critiques (researchers have demonstrated that a ratio of four to one is most effective);
- Using motivational interviewing tactics;
- Issuing swift, certain, and proportionate incentives and sanctions for behavior;
- Expressing empathy without conveying approval for negative behavior;
- Avoiding engaging in a power struggle when an individual resists change; and
- Reinforcing a person's belief in his or her ability to change.

The SFAPD will be responsible for addressing the recidivism reduction "Who" principle. Via the COMPAS, the SFAPD will identify medium and high risk clients and will assess their specific criminogenic needs and community functioning factors. The SFAPD will make as appropriate referrals of medium to high risk clients to selected reentry services providers.

The SFAPD will generate an ITRP for clients. The ITRP will provide a road map for determining an appropriate range of services that will help address the individualized recidivism reduction "Needs" of clients. Entities that are selected through this RFP process will help the SFAPD address the clients' unique needs, and will need to demonstrate a commitment to adhering to the evidence based responsivity principles which will be further articulated in this RFP.

A sample ITRP can be found in Appendix K. Proposers should become familiar with the utility of the COMPAS and with ITRP information, and should also have a strong working knowledge of criminogenic needs and community functioning factors.

Criminogenic Needs and Community Functioning Factors

The NIC defines criminogenic needs as the characteristics or circumstances (such as antisocial attitudes, beliefs, thinking patterns, and friends) that research has shown are associated with criminal behavior, but which a person can change. These needs are used to predict risk of criminal behavior. Because criminogenic needs are dynamic, risk of recidivism can be lowered when these needs are adequately addressed. While a person may have many needs, not all of their needs are directly associated with their likelihood of committing a crime.

There are eight Criminogenic factors and they are listed below.

The four **BOLDED criminogenic** factors in the table below are the four most critical risk factors:

Anti-social attitudes/beliefs	Anti-social personality patterns	Substance abuse	Poor employment history
Anti-Social Friends/Peer	Family and /or Marital factors	Lack of education	Lack of pro-social Leisure activities

Proposers providing reentry services that address criminogenic needs must clearly articulate how a proposed intervention or service directly addresses criminogenic factors, and other associated factors that impact recidivism risk; and how the proposed intervention or service has a track record of achieving the desired outcome.

Criminogenic Factors	Factors Affecting Recidivism Risk	Need or Desired Outcome
Anti-social Attitudes	Attitudes, beliefs, values, and rationalizations supportive of crime; emotional states of anger, resentment, and defiance	Less risky thinking and feelings and adopting a pro-social identity
Antisocial peers and friends	Close association with criminals and relative isolation from pro-social individuals	Reduced association with criminals, enhanced associations with pro-social individuals
Antisocial Personality	Adventurous, pleasure seeking, low self-control, restlessly aggressive	Learning problem solving, self-management, coping, and anger management skills
Family and/or marital factors	Lack of nurturance, caring, or close monitoring and supervision	Reduced conflict, build positive relationships and communication; enhanced monitoring and supervision
Substance Abuse	Abuse of alcohol and/or drugs	Reduced use, personal and interpersonal supports for substance abuse behavior; enhanced alternatives to use
Lack of Education	Low levels of performance and satisfaction	Enhanced rewards, performance, and satisfaction
Poor Employment History	Low levels of performance and satisfaction	Enhanced rewards, performance, and satisfaction
Leisure/Recreation	Low levels of involvement and satisfaction in antisocial activities	Enhanced involvement and satisfaction in pro-social activities

Community Functioning Factors

An effective reentry strategy must also address other core reentry needs known as Community Functioning Factors. These factors are not criminogenic, but may create barriers to an individual’s long-term stability and success. For example, not having a means of transportation is not a criminogenic need. However, not having transportation to attend a drug treatment program would impact the probationer’s ability to receive treatment. Through this RFP, the SFAPD seeks entities that have a demonstrated track record of providing a variety of reentry services that also address community functioning factors.

Community Functioning Factors	
Housing Transportation Food Anxiety and Stress	Health and Physical Mental health Low self esteem

Proposers providing reentry services that address community functioning factors must clearly articulate how the proposed intervention or service considers a client’s parallel criminogenic needs, how the service integrates responsivity and other evidence based recidivism reduction techniques and strategies into community functioning factor service design, and how the proposed intervention or service has a track record of achieving the desired outcome.

6. Theoretical Framework

A theoretical framework is the body of knowledge that creates the foundation for a program’s theory of change and helps to answer the most practical intervention questions: what needs to happen to move people away from criminal behavior and towards pro-social behavior? There has been a proliferation of meta-analyses on theoretical frameworks.

Proposers must be able to articulate what theoretical framework (s) guides the entity’s service design and delivery. Meta analysis suggests that the following theoretical frameworks help to validate criminal justice interventions and services. Some reentry service categories may have other theoretical frameworks that more aptly ground a particular reentry service approach or intervention. Proposers are welcome to submit information on these or other theoretical frameworks. The bottom line is that proposers must articulate *a* theoretical framework that guides their work.

- A. Social Learning Theory** is the view that people learn by observing others. Associated with Albert Bandura's work in the 1960s, social learning theory explains how people learn new behaviors, values, and attitudes. A behavioral perspective on learning theory would suggest that offenders learn to engage in criminal activities through a process of rewards and punishments. Intervention practices associated with the behavior aspects of social learning theory would seek to reduce the positive incentive for crime and to create new incentives for pro-social behavior.

- B. Cognitive Theory** focuses on an individual's thoughts as a crucial determinate of his or her emotions and behaviors. Our responses make sense within our own view of the world. Therefore, according to cognitive theory, it is important to change a person's thoughts and beliefs in order to change his or her behaviors.
- C. Self-Efficacy Theory** provides the foundation for human motivation, well-being, and personal accomplishment. This is because unless people believe that their actions can produce the outcomes they desire, they have little incentive to act or to persevere in the face of difficulties. Much empirical evidence now supports Bandura's contention that self-efficacy beliefs touch virtually every aspect of people's lives—whether they think productively, self-debilitating, pessimistically, or optimistically, and how well they motivate themselves and persevere in the face of adversities.
- D. Trans-theoretical Theory** is also known as the "stages of change model," that describes the thought processes that many individuals undergo when making a behavior change. This model recognized that behavior change is not one event, but a series of decision and actions that involves progress that unfolds over time and involves progress over a period of stages. There are six stages of change in the Trans-theoretical Model: Pre-contemplation, Contemplation, Preparation, Action, Maintenance, and Termination. A key feature of the Trans-theoretical Model is that it recognizes the potential for relapse in individuals undergoing behavior change; in many cases, multiple attempts will be needed before change will become permanent.
- E. Pathways Theory** has shown that among women, the most common pathways to crime are based on survival of abuse and poverty and substance abuse. People often have histories of sexual and/or physical abuse that appear to be major roots of delinquency, addiction, and criminality.
- F. Relational Theory** According to relational theory, people develop a sense of self and self-worth when their actions arise out of, and lead into, connections with others. Relationship-based approaches and services focus on connection, not separation among people.
- G. Trauma Theory** and addiction are interrelated issues in the lives of incarcerated people and people under supervision. Although they are therapeutically linked, these issues have historically been treated separately. Trauma and addiction theories provide a critical element in the integration of and foundation for gender-responsive services. As the understanding of traumatic experience has increased, mental health practice has changed accordingly. It is now considered necessary for service providers to become "trauma-informed" if they want to be effective. Becoming trauma-informed is particularly important for the correctional system as the standard operating practices of searches, seclusion, and restraint may traumatize/re-traumatize women.
- H. Addiction Theory** is a holistic health model of addiction, with the inclusion of the environmental aspects of disease, is the theoretical framework recommended for the development of women's services (Covington, 1999, 2002) and is consistent with information from the National Institute of Drug Abuse (NIDA) and the Center for

Substance Abuse Treatment (CSAT). The holistic health model allows clinicians to treat addiction as the primary problem, while also addressing the complexity of issues that people bring to treatment such as: health issues, shame, isolation, a history of abuse, or a combination of these.

7. Effective Interventions and Women's Gender Responsive Strategies

The National Institute of Corrections created the Principles of Effective Intervention and Gender Responsive Strategies for Women as best practices for addressing criminogenic as well as other psychological, social, and developmental needs of the target population. Copies of the National Institute of Corrections documents are attached as Appendix F.

Proposers must be able to articulate how the following interventions and strategies are interwoven into organization design, policies, and procedures.

Principles of Effective Intervention: The principles of effective intervention are program design elements that have a demonstrated relationship to program success in reducing recidivism. The more the below elements are present in a program; the greater the recidivism reduction integrity of the program.

- Assess offenders risks and needs (While the COMPAS assessment will help the SFAPD understand the range of reentry services and interventions that may most benefit a client, funded partners will need to incorporate appropriate secondary assessments into client intake to determine appropriate service intensity and duration)
- Enhance intrinsic motivation,
- Target interventions – Risk principle (prioritize higher risk individuals), Need Principle (Target interventions to criminogenic needs), Responsivity (Be sensitive to temperament, learning style, motivation, gender and culture when assigning programs), Dosage (Structure 40% - 70% of high risk offenders' time for 3 – 9 months), Treatment (Integrate treatment into full sentence/sanctions requirements),
- Skill train with directed practice (Provide evidence based programming that emphasizes cognitive behavior strategies and is delivered by well-trained staff),
- Increase positive reinforcement (Apply four positive reinforcements for every one negative reinforcement),
- Engage ongoing support in natural communities (Realign and actively engage pro-social support for offenders in their communities for positive reinforcement of desired new behaviors),
- Measure relevant processes and practices (An accurate and detailed documentation of case information and staff performance, along with a formal and valid mechanism for measuring outcomes, is the foundation of evidence-based practice),
- Provide measurement feedback (Providing feedback builds accountability and maintains integrity, ultimately improving outcomes).

The Six Gender Responsive Strategies for Women Offenders:

Gender:	Acknowledge that gender makes a difference.
Environment:	Create an environment based on safety, respect,

	and dignity.
Relationships:	Develop policies, practices, and programs that are relational and promote healthy connections to children, family, significant others, and the community.
Services and Supervision	Address substance abuse, trauma, and mental health issues through comprehensive, integrated, culturally relevant services and appropriate supervision.
Socioeconomic Status:	Provide women with opportunities to improve their socioeconomic conditions.
Community:	Establish a system of community supervision and re-entry with comprehensive, collaborative services.

Some reentry services such as Domestic Violence Prevention or Sex Offender services may have supplemental recidivism reduction principles, strategies or approaches. There is likely quite a bit of overlap between the sets of principles. Where there are overlapping sets of general and reentry service specific principles, proposers should articulate how a blended set of guiding principles are interwoven into organization design, policies, and procedures.

8. Therapeutic Program Environment

The SFAPD is committed to ensuring that reentry services promote a true “therapeutic environment” – an environment in which facility aesthetics, constructive staff, client encounters, and dynamic service strategies promote feelings of safety, dignity, and respect amongst clients.

Research and practice underscores how specific service strategies can become the foundation from which a therapeutic environment can grow. The proposer should articulate how the following strategies will be incorporated into facility, staff training, and overall service design.

1. Strength-based Strategy

- Build upon the strengths of individuals in order to raise their motivation for treatment.
- Empower individuals to recognize personal responsibility and accountability.
- Provide positive reinforcements.
- Provide positive behavior support through peers or mentors.

2. Trauma-informed Strategy

- Take the trauma into account.
- Avoid activities or behaviors that trigger trauma reactions.
- Adjust the behavior of counselors, staff, and the organization to support the individual.
- Allow survivors to manage their trauma symptoms.

3. Family-focused Strategy

- Provide services to strengthen family systems.
- Promote healthy family functioning.

- Encourage families to become self-reliant.
- Provide a course specific to developing effective parenting skills.

B. Reentry Services Descriptions, and Performance Measures and Outcome Goals

Proposers must submit a **separate application** for each reentry service category for which you are applying as per the Proposal Submission Contents section of this RFP.

Each description includes the following information: Corresponding 2010 Reentry Council Annual Report components, reentry services category, indication of whether the strategy will address a criminogenic need or community functioning factor, funding, budget, overview, primary responsibilities and preferred qualifications. Please be sure to read each section carefully as they include important details that are specific to the section.

A special note about budgets: Budget information that is submitted with applications that will result in pre-qualification of reentry services only will be used to get a sense of the costs per client across each reentry services category so that when the SFAPD seeks additional reentry services funding, we will approach the opportunity with a more realistic understanding of the actual costs to deliver a service. The SFAPD realizes costs per client figures will vary across proposers and understand that there are many reasons why. The reality is that when additional funding becomes available for a specific reentry services, the SFAPD will need to conduct a subsequent informal bid process for entities on the pre-qualified list, will at that time convey the level of funding available; and will ask pre-qualified entities to submit new budgets aligned with the actual funding amount. In short, costs per person will need to be negotiated at a future time contingent on availability of funds.

The section, “Evaluation and Selection Criteria,” further articulates the steps the SFAPD will take to make pre-qualification and funding decisions.

Civil Rights and Civic Engagement

1. Community Services Program Management
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Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify at least one entity for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total cost for serving 100 people per year. Average community service placements will be six months or less.

Overview: The SFAPD seeks to create a formalized Community Services Program that engages clients under SFAPD supervision in meaningful restorative justice/community services activities. Within a restorative justice framework, SFAPD seeks to offer clients opportunities to restore harm done to individuals or communities by performing community services. Within a community corrections framework; the SFAPD wants to embrace community service activities for both incentive and sanctions purposes. The SFAPD seeks to incentivize community service activities. Via the SFAPD/Community Services Program partnership, clients will voluntarily commit to “x” number of community service hours. Client follow through on community service activities and performance will be factored into a larger and dynamic client profile that the SFAPD will use over time to assess whether a client may be eligible for consideration of proposed reduced supervision time or early termination of supervision. Conversely and when appropriate, SFAPD may also use community service work as a lower level sanction for non-compliance with supervision requirements.

Primary Responsibilities:

- Provide specific community service options for clients (that are not in conflict with criminal history that would pose public safety risk.)
- Manage the program in partnership with the SFAPD.
- Provide light case management and mentoring to placed clients to encourage success.
- Craft strong partnerships with public and private sector partners that are committed to providing criminal justice involved clients with meaningful community service opportunities.
- Create a database of partners and community service opportunities.
- Create a client database of partners and community service opportunities; which can also accurately track client placements, hours completed and performance.

Preferred Qualifications: At least two years of experiencing delivering services to the target population, thorough knowledge of restorative justice principles, community corrections’ sanctions and incentives frameworks, the adult criminal justice system and best criminal justice practices including knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, knowledge of the COMPAS risk/needs assessment used by SFAPD; knowledge of criminogenic needs and community functioning factors of low, medium and high risk clients as per his/her COMPAS assessment, established partnerships with relevant community based public and private entities, and ability to create and sustain a web based, client/services databases. The entity will also be extremely adept at composing client reports with appropriate levels of information and as needed appearing in court to publically represent the facts of client reports.

2. Voter Outreach and Education

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify at least one entity for this service and broker additional resources for

implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: The SFAPD seeks to ensure that individuals with criminal convictions who are living in custody or in the community have accurate information on voting rights.

Primary Responsibilities:

- Develop and implement an educational, compelling and motivational voter outreach strategy.
- Develop collateral materials like brochures or flyers that outline pertinent information for clients on the process and procedure for becoming a registered voter for distribution at probation office. Consider integrating electronic medium and social networking platforms into outreach strategies.

Preferred Qualifications: At least two years of experiencing delivering services, thorough knowledge of the adult criminal justice system, thorough knowledge of voting rights of people with prior convictions, ability to create or sustain working relationships with the SF Department of Election, SF Sheriff's Department and other legal and community based organizations to encourage registration and turnout of eligible voters with prior criminal convictions, ability to create a pragmatic and compelling outreach and public education strategy, expertise with graphic design or ability to work with highly skilled graphic designers, a track record of implementing public education strategies, expertise with facilitating interactive and interesting workshops on voter rights and registration.

3. Collateral Consequences of Criminal Records
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Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify **at least one entity** for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs associated with serving 100 people per year.

Overview: Many individuals have re-paid their debt to society for the individual or community harm caused by their criminal behaviors. The debt may have been paid through time in custody, restorative justice activities; community corrections or through other fines, fees and restitution. Despite taking responsibility for criminal actions and completing all court mandated sanctions, individuals with prior convictions face continuing housing, employment, financial and other barriers. These barriers make it difficult for individuals to re-connect with families and re-

integrate back into mainstream society. Public safety is compromised as a result. For many individuals however, there is legal relief for some past convictions. The SFAPD seeks to ensure that individuals with prior criminal convictions have clear and accurate information on available legal relief.

Primary Responsibilities:

- Educate people with criminal records about how to access, read, check accuracy of, and correct RAP sheets.
- Provide professional assistance with sealing and destroying arrest records, sealing juvenile records, dismissing eligible convictions; and applying for certificates of rehabilitation and pardons.
- Educate employers, public service agencies and others on proper use of criminal records and provide outreach and legal advocacy against improper or illegal access or use of criminal records.
- Create collateral materials like brochures, flyers, an instructional video or other electronic medium to educate individuals on collateral consequences information.

Preferred Qualifications: At least two years delivering services to the target population, thorough knowledge of adult criminal justice system and legal and collateral consequences of criminal records, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough knowledge of criminogenic needs and community functioning factors, a track record of partnering with community based organizations on targeted public education strategies that raise awareness of available legal relief, ability to create a pragmatic and compelling outreach and public education strategy, expertise with providing one on one legal relief counseling as well as facilitating interactive and interesting group workshops.

Health and Well Being

1. Domestic Violence Prevention

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 50 people per year.

Overview: In this Domestic Violence Prevention category, the SFAPD seeks proposals from currently certified Batterer Intervention Programs (BIPs). Entities that do not have BIP certification will not be eligible to apply in this category.

San Francisco Adult Probation Department, Reentry Services Request for Proposals

Domestic violence remains a pervasive problem today despite decades of intervention work, public policy efforts, and battered women's advocacy. While BIP goals, methods and outcomes vary across programs, practitioners and policy makers agree on some key elements of a model BIP program:

1. Partnerships with other individuals and organizations to enhance program accountability and offer a greater range of essential services.
2. Close working relationships with court and probation to monitor court-ordered referrals.
3. A solid program infrastructure, which includes ongoing training and supervision of staff and implementing policies that are consistent with best practices.
4. Moving beyond legal sanctions in coordinated community responses – providing opportunities for incremental sanctions that hold clients responsible at every step of the program.
5. Shaping interventions and programs based on input from adult survivors and children
6. Using risk assessment and risk management.
7. Engaging men early in their roles as parents and partners.

Penal Code Section 1203.097(a)(6) outlines the basis requirements for the treatment providers and requires that persons convicted of Domestic Violence attend a 52-week Batterers' Intervention Program (BIP), with a minimum of 2 service delivery hours per week.

BIPs provide comprehensive court reports a minimum of once every three months. BIPs should work earnestly with clients to help them complete the 52 week program within the required 18 months.

Entities selected in this category will work closely with the Domestic Violence Unit of the SFAPD. The SFAPD Domestic Violence Unit's victim-centered model of providing evidence based supervision services is based on the Department's Mission and Vision Statement, Evidence-Based Principles (EBP) of effective intervention of Domestic Violence probation clients, and the American Parole and Probation Association (APPA) Community Corrections Response to Domestic Violence: Guidelines for Practice. The SFAPD adheres to a Center for Disease Control definition of domestic violence: Domestic Violence, also called intimate partner violence (IPV), is an ongoing, debilitating pattern of physical, emotional, and/or sexual abuse involving force or threat of force, associated with increased isolation from the outside world and limited personal freedom and accessibility to resources. A battered person is any person who has been physically injured or emotionally or sexually abused by a person from a current or past intimate relationship.

The SFAPD integrates unique justice system practices along with evidence based practices to manage domestic violence offenders in the community. The following are those unique processes:

- The use of the Collaborative Courts (Domestic Violence Court-DV Court) process in managing domestic violence probation cases. Currently all DV cases are monitored through DV court while probationers are engaged in their treatment programs. All DV cases that require Court action are facilitated through DV Court.
- All DV probationers will have an initial and secondary risk/needs assessment conducted as part of the supervision process.

- The increased frequency of victim contacts will be a part of the strategy of supervising DV probationers in the community
- All DV probationers must complete a mandated 52 week BIP.

Primary Responsibilities:

- Provide EBP Batterer’s treatment to DV probationers who have been assessed by SFAPD as high risk based on the COMPAS and the Ontario Domestic Assault Risk Assessment tools (ORARA).
- Expand and strengthen the resolve of the established BIP program to meet the violence prevention and additional service needs of clients.
- Review the above detailed essential BIP elements and thoroughly describe how the elements will be integrated into service design and delivery.

This is an opportunity for certified BIPs to describe the additional curriculum, staffing and resources that are needed to deliver a BIP program with even greater impact.

Preferred Qualifications: State BIP certification, thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, knowledge of the COMPAS risk/needs and ODARA assessment tools used by SFAPD; knowledge of criminogenic needs and community functioning factors of high risk clients , and a track record of integrating best practices into domestic violence prevention and education. The entity will also be extremely adept at composing client reports with appropriate levels of information and as needed appearing in court to publically represent the facts of client reports.

2. Health Education and Outreach

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Individuals exiting jails and prisons with chronic diseases face very specific physical and psychological challenges. The SFAPD seeks entities to provide pre-release and community based health education and outreach to criminal justice involved individuals with chronic diseases.

Primary Responsibilities:

- Provide health education in the areas of health literacy, prevention, chronic disease management, risk reduction counseling, and navigation of medical system and education of medical care instruction.
- Screen, assess, and apply for Medi-Cal, Healthy SF, SSI, AIDS Drug Assistance Program (ADAP), WIC, or other medical insurance.

Preferred Qualifications: At least two years of experience delivering similar services to the target population and applying for entitlement programs, thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections' Principles of Effective Intervention, and The Six Gender Responsive Strategies for Women Offenders; and knowledge of criminogenic risk and community functioning factors. Services should be provided at or in very close partnership with a community based health clinic, hospital or other specialty care clinic. The entity will have established relationships with the San Francisco Sheriff's Department, California Department of Corrections and Rehabilitation; as well as local public and non profit entities. Front lines services staff will possess a Community Health Outreach Worker (CHOW) certificate from the City College of San Francisco or other certificate or degree of equal or more specific educational and experience value.

3. Sex Offender Treatment

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Starting in July 2012, registered sex offenders on parole or probation are required to participate in sex offender management programs. (Pen. Code, § 290.09.) Also taking effect in July, 2012 is a modification to Chelsea's Law (A.B. 1844) which codifies a system called the Containment Model. This model requires collaboration and communication within a team composed of the sex offender treatment provider, parole or probation officer, and polygraph examiner. The California Sex Offender Management Board (CASOMB) in July 2011 posted, pursuant to this law, uniform state certification standards for treatment providers and polygraph examiners. (Pen. Code, § 9003.). The SFAPD is seeking to pre qualify sex offender management programs and polygraph examiners that are certified to deliver the requisite service as per CASOMB and American Polygraph Association respectively. Entities that are not certified at the time of proposal submission will need to be able to demonstrate an ability to be certified by September 3, 2012. Entities that are not certified by that date will be removed from the pre-qualification list and will no longer be eligible for subsequent service partnerships or funding through the SFAPD.

The diversity of sex offenders clearly indicates that approaches to treatment should vary – a “one size fits all” approach simply doesn’t make sense. A comprehensive assessment process in line with the most up to date local and statewide legislation and treatment modalities should be designed to address the varied motivations, predisposing factors, offense pathways, and specific intervention needs of sex offenders. Treatment should reflect the underlying factors believed to contribute to that individual’s offending behavior and that are related to the risk for reoffending in the future. Outcomes are maximized and recidivism is reduced when we match offenders to interventions based on risk, needs, and other factors. In addition to the previously described criminogenic needs, sex offenders also face a range of additional criminogenic needs. These include: 1.) Sexual Interest Domain: a) Sexual preference for children, b) sexualized violence, and c) sexualized preoccupation, 2.) Relational Style Domain: a.)Emotional congruence with children, b.) lack of emotionally intimate relationship with an adult, c.) callousness, and d.) grievance thinking, 3.) Self-Management Domain: a.) Lifestyle impulsiveness, and b.) dysfunctional coping. Assessments must help drive the justification for service intensity and duration. More intensive treatment for example has a better impact on higher risk offenders than it does on lower risk offenders. The SFAPD anticipates that there will be approximately one hundred forty (140) clients that will be in need of sex offender management and polygraph services. Under the current sex offender treatment service framework, the SFAPD makes as appropriate referrals to providers of sex offender and polygraph services. Clients are primarily responsible for covering the fees associated with these services. The SFAPD is interested in looking for sex offender services funding that could supplement service fees clients that are deemed indigent and unable to pay for required services. By establishing a list of entities that are pre-qualified through the City and County of San Francisco to provide sex offender or polygraph services, the SFAPD will be able to more efficiently enter into a funded contract with a pre-qualified entity as additional funding becomes available.

Primary Responsibilities:

Sex Offender Treatment Providers:

- Develop and sustain an efficient referral and collaborative client management system in partnership with the SFAPD as per containment model requirements
- Provide evidence based individual and group therapy and counseling services to medium to high risk sex offenders.
- Conduct an array of required assessments - proposers must be absolutely aware of the range of new legislated mandates beginning on July 1, 2012: The SRA-FV (Structured Risk Assessment-Forensic Version), dynamic sex offender risk assessment must be used by sex offender management professionals beginning in 2012 to assess registered sex offenders while they are on probation or parole. (Pen. Code, § 290.09.) The tool measures dynamic (changing) risk factors which are empirically related to the risk of re-offense, and is an evidence-based risk assessment tool. Dynamic risk assessment will supplement the static risk assessment now done in California using the Static-99R, and will give a better picture of the overall risk of re-offense presented by sex offenders on supervision. The LS/CMI (Level of Service/Case Management Inventory), a violence sex offender risk assessment must be used by sex offender management professionals beginning in 2012 to assess registered sex offenders while they are on probation or parole. (Pen. Code, § 290.09.) The tool measures the risk of violent re-offense, and is an evidence-based risk

assessment tool. Violence risk assessment will supplement the static risk assessment now done in California using the Static-99R, and will be implemented at the same time as the use of dynamic risk assessment. The combination of these three instruments will give a better picture of the overall risk of reoffense presented by sex offenders on supervision. Proposers must clearly articulate how assessment information will guide treatment intensity and duration.

Polygraph Providers:

- o Administer required polygraph testing pursuant to guidelines of the American Polygraph Association.

Preferred Qualifications: Pursuant to (Pen. Code, § 9003.), sex offender treatment providers and polygraph examiners must be certified to provide services. The SFAPD is seeking to pre qualify sex offender management programs and polygraph examiners that are certified to deliver the requisite service as per CASOMB and American Polygraph Association respectively. Entities that are not certified by the time of proposal submission must demonstrate an ability to be certified by September 3, 2012. Proposers can go to the websites of the California Sex Offender Management Board or American Polygraph Association for additional certification information. In addition to understanding the new legislated assessment requirements, proposers should have clear knowledge of the containment model, polygraph testing guidelines, and the new treatment standard guidelines. Proposers should also have thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, a track record of administering research-driven sex offender risk and needs assessment tools, a track record of providing evidence based individualized and group therapy to convicted sex offenders, and extremely adept at composing client reports with appropriate levels of information and as needed appearing in court to publically represent the facts of client reports.

4. Intensive Case Management

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s community functioning.

Funding: \$212,266. The SFAPD will provide **one** entity with \$212,266 to administer Intensive Case Management services in conjunction with this RFP. The SFAPD will also use this RFP as an opportunity to pre-qualify other entities for potential future service contracts. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: **All** proposers in this category should use the attached budget sheets to craft a budget that shows how the \$212,266 will be used to provide services to a minimum of 50 people per year.

Target Population: 50 medium to high risk SFAPD clients.

Overview: The incidence of serious mental illnesses, such as schizophrenia, major depression, bipolar disorder, and post-traumatic stress disorder, is two to four times higher among previously incarcerated people than it is among those in the general population. Criminal justice system involved individuals with mental illness face extremely complex barriers to safe and independent transitions back into their communities. While attempting to coordinate appointments in a schedule that will include meetings with a probation officer, a mental health clinician and perhaps other individualized or group treatment activities, clients are also dealing with a range of medication, housing, transportation and benefits obstacles. Their mental health challenges impact many aspects of daily functioning including ability to respond to and navigate the criminal justice system, follow through on treatment modalities, maintain housing, follow through on benefits access, and interact with educational and workforce development providers. Under these circumstances, it isn't surprising that individuals often return to the types of criminal behavior that originally prompted their incarceration. On the other side of the spectrum, community corrections officers often feel like they have been presented with an untenable situation. With large caseloads, supervision officers are often without the time or resources to properly observe an individual to spot vulnerable or dangerous behaviors or to facilitate an intensive observation of compliance with treatment, programs or conditions of release. A meaningful partnership between the SFAPD and a qualified community based intensive or clinical case management program presents a win-win situation for the public, the client, the SFAPD and community based provider that will benefit from some of the respectful accountability leverage that can be afforded by the SFAPD's staff. The SFAPD appreciates a close and meaningful relationship with the San Francisco Department of Public Health (DPH). Via the DPH's Behavioral Health Access Center (BHAC), SFAPD clients can get access to triage and as appropriate long-term care. Services include behavioral health assessments, placement into the behavioral health system of care, enrollment into entitlement programs, including HealthySF and SFPATH, and benefits assistance including GA, CAAP, PAES, and CalWorks. SFAPD clients whose mental health assessments reveal immediate personal and public safety risks will be considered in need of immediate access to services within DPH's system of care. Through this RFP, the SFAPD seeks to compliment that existing service capacity for individuals with immediate and serious mental health issues with capacity to also further serve individuals whose mental health issues may not rise to a level of immediate response; but which impact the individuals' ability to stabilize, and to follow through on supervision terms and conditions. All SFAPD clients that may have mental health needs will continue to be assessed through the Behavioral Health Access Center (BHAC) services that are provided in custody or in the community. Clients with mental health issues that don't pose immediate personal or public safety risks may benefit through structured Intensive Case Management services which pairs the resources of a community based provider with those of the SFAPD. The SFAPD would like to create a close partnership with a community based entity that has a track record of providing intensive or clinical case management to criminal justice involved individuals with an array of mental health challenges. This service framework will be simple: SFAPD staff will identify clients in custody or on a community based case load that may have mental health needs. A referral will be made to BHAC – BHAC will conduct an in custody or community based assessment. Clients that are eligible for immediate referral into placement or authorization into the behavioral system of care will be immediately serviced by DPH. Other assessed clients will be considered for referral to the community based Intensive Case Management services. The DPO and clinical case management staff will keep regular and

open communication to determine client risks, needs and ongoing transition plans. The DPO and clinical case management staff will meet with the client in the community until the client is adequately stabilized. The community based case management staff may provide an array of services including additional assessment, individualized treatment, referral to group treatment, attention to housing, health care, medications, employment, income supports and entitlements, food and clothing, transportation, and child care referrals. The partner entity may be required to commence services in custody or may receive referrals for clients that are already on community supervision. The SFAPD and community based team must be attuned to the special needs and circumstances of released offenders and develop treatment plans, monitoring and outreach that fit an individual's circumstances. This mental health team will establish a mutually agreed upon client non-compliance and crisis situations sanctions matrix that addresses public safety, but does not rely exclusively on incarceration as the most expedient crisis response. The proposer should articulate what types of incentives and incremental sanctions could be used to address some of the most common non compliance and crisis situations.

Primary Responsibilities:

- Meet clients where they are (in local custody, on the streets, in motels/hotels or any other known residence).
- Provide research-driven risk/need assessment tools to help guide intervention strategy, brokering of a variety of individualized resources for clients.
- Transport clients to and from key appointments.
- Provide evidence based individualized or group based therapy, treatment and counseling.

Preferred Qualifications: A minimum of two-years of experience providing clinical case management services to the target population, a thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding or criminogenic risk and community functioning factors, a track record of administering research-driven risk and needs assessment tools to individuals with mental illness, close partnerships with other residential or treatment programs, a track record of providing evidence based individualized and group therapy to individuals with mental illness, experience with peer-led, self-help recovery support; and extremely adept at composing client reports with appropriate levels of information and as needed, appearing in court to publically represent the facts of client reports.

5. Parenting Education

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Parenting isn't easy, even in the best of circumstances. Most people learn how to parent from watching their guardians, parents or grandparents. Unfortunately, many of the skills that have been passed on in our client's families are less than adequate, especially for clients that were raised in fragmented and dysfunctional households or who spent their childhood in dependency systems. Parenting skills training will help to break a cycle of dysfunctional parenting and support moms, dads and guardians in developing the skills that are needed to provide constructive and caring parenting to their children.

Primary Responsibilities:

- Provide SFAPD clients with an interactive and dynamic, EBP and gender-responsive program.
- Services may be provided in the community or in County Jail.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, a track record of delivering evidence based parenting education, and experience with peer-led, self-help parenting support groups.

6. Relapse Prevention

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: Proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: There are many factors that contribute to substance abuse relapse, as well as identifiable evidence and warning signs, which indicate that a client may be in danger of returning to substance abuse. Relapse can be understood as not only the actual return to the pattern of substance abuse, but also as the process during which indicators appear prior to the patient's resumption of substance use.

Primary Responsibilities:

- Provide evidence based, individualized and group relapse prevention treatment and interventions for SFAPD clients.
- Services can be provided in County Jail or in the community.

Preferred Qualifications: At least two years of delivering service to target population, thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections' Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, a track record of delivering evidence based relapse prevention services, and experience with peer-led, self-help relapse prevention support groups.

7. Women's Gender Responsive Outpatient Services

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Gender responsive services for clients who are women must consider the individual, biological, psychological, psychosocial risk and protective factors, as well as the social, cultural and environmental contexts faced by women involved in the criminal justice system.

Vision: Provide safe environments where female clients are treated with dignity and respect and receive effective gender-responsive services.

Mission: Provide female clients with gender-responsive supervision, treatment and services that increase opportunities for successful reintegration into their communities while reducing the numbers of females incarcerated in California.

The National Institute of Correction's, Six Gender Responsive Strategies for Women Offenders are:

Gender:	Acknowledge that gender makes a difference.
Environment:	Create an environment based on safety, respect, and dignity.
Relationships:	Develop policies, practices, and programs that are relational and promote healthy connections to children, family, significant others, and the community.
Services and Supervision:	Address substance abuse, trauma, and mental health issues through comprehensive, integrated, culturally relevant services and appropriate supervision.
Socioeconomic Status:	Provide women with opportunities to improve

Community: their socioeconomic conditions.
Establish a system of community supervision and reentry with comprehensive, collaborative services.

According to evidence-based practice, female community-based programs can provide a range of rehabilitative services that assist women with alcohol and drug recovery, employment, education, housing, family reunification, and social support. Research shows that most women offenders have significant substance abuse problems and that addiction for women is a multidimensional issue involving complex environmental and psychosocial challenges. Addiction comprises a piece of a larger mosaic that includes a woman's individual background and the social, economic, political, and cultural forces that shape the context of her life. Studies confirm that gender differences exist among men and women substance abusers regarding their relationships with family members. For example, women substance abusers tend to have severe family and social problems coupled with minimal family support upon entering treatment (Grella, 2003).

Through this RFP, the SFAPD seeks integrated programming approaches based on theories that fit the psychological, social, and developmental needs of females. These areas include, but are not limited to, physical, sexual and emotional abuse, family relationships, trauma, substance abuse, co-occurring disorders, and educational and vocational skills. The SFAPD will contract for programs and services that are relationship and strength-based, trauma-informed, family-focused, and culturally competent. Trauma-informed services are provided for problems other than trauma but require staff knowledge about violence against women and the impact of trauma, thereby increasing their effectiveness.

It is expected that the program philosophy will be grounded in research and knowledge on females' programming and service needs as well as treatment modalities. An integrated, comprehensive model will use programming approaches based on theories that fit the psychological, social and cultural needs of women. Programs will utilize a strength or asset-based approach to treatment and skill building. All interventions should include cognitive, affective and behavioral approaches. At the cognitive level, education can provide opportunities to learn about substance use disorders as well as critical thinking and decision making. The affective level can help women learn to express their feelings appropriately and to contain them in healthy ways. The behavioral level can help women make changes in their substance-abusing behavior and criminality, and increase levels of functioning in their lives (Covington, 1999). It is expected that the treatment philosophy will be reflected in both the content and environment of the program.

The contractor shall develop a "therapeutic environment" that is women-centered, safe, secure, supportive, and nurturing. Such an environment encourages trust, bonding, and connection. The primary characteristic of a therapeutic environment for women is safety. To promote behavioral change and healing, the therapeutic environment must also be inviting and welcoming, with culturally appropriate decorations and pictures. Sensitivity to trauma-related issues is critical. It is essential for women to have a physically and psychologically safe, welcoming, and healing space for their recovery process.

The term "therapeutic milieu" refers to a carefully arranged environment that is designed to reverse the effects of exposure to situations characterized by interpersonal violence. The

therapeutic culture contains the following five elements, all of them fundamental in both institutional settings and in the community:

1. Attachment: a culture of belonging.
2. Containment: a culture of safety.
3. Communication: a culture of openness.
4. Involvement: a culture of participation and citizenship.
5. Agency: a culture of empowerment (Haigh, 1999).

The proposers must articulate how the program will reflect a warm, rich, welcoming, and nurturing environment for women. The color schemes of each room should be well coordinated, and plain white walls should be minimal.

The SFAPD seeks entities that can demonstrate how gender responsive strategies for women are interwoven into organization design, policies and procedures, and a wide variety of personal development, employment, education or other services.

Primary Responsibilities:

- Develop and implement an outpatient Women’s Gender Responsive Treatment program that incorporates the vision, mission, six guiding principles, theoretical framework/conceptual foundation and programming approaches consist with the NIC Report on Gender Responsive Strategies.
- There is a gender responsive approach to many program components including:
 - Program Orientation
 - Coordinated Case Management
 - Trauma Treatment (Individual or group no larger than 10:1 ratio)
 - Substance Abuse Education
 - Substance Abuse Treatment (Individual or group no larger than 10:1 ratio)
 - Cognitive Skills Development
 - Relapse Prevention Education
 - Domestic Violence Services (Individual or group no larger than 10:1 ratio)
 - Life Skills Development
 - Parenting Skills Training
 - Family-Focused Services (including visitation)
 - Educational Services/GED Preparation
 - Vocational/Employment Readiness Services, including C-TECH program
 - Employment Placement/Job Retention Services
 - Recreation Activities
 - Wellness and Exercise
 - Referral to other appropriate agencies as needed

- Discharge Planning, and
- Alumni Group

Please describe how your gender responsive approach is incorporated into every proposed program component.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and the Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, a track record of delivering evidence based gender specific services, experience with peer-led, self-help women’s gender specific support groups. At least two (2) years of experience in the administration of previous contracts, grants, and/or awards for substance abuse treatment service delivery within a correctional setting or community-based program working with offender population of similar size, scope, funding and length of time as required in this RFP.

8. Outpatient Substance Abuse Treatment

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Substance abuse is an acute disorder that is more recently also being described as a chronic relapsing disorder. The criminal justice system is filled with a high proportion of individuals that have a substance abuse disorder. SAMSHA data from 2002 shows that nationally, 67.8% of inmates reported regular alcohol and drug use – this figure is in line with California data that shows that two thirds of individuals have substance abuse disorders. The recidivism and relapse rates of these populations are extremely high. Research suggests that these high rates may have to do with past treatment models that didn’t accurately assess a client’s level of need, or the treatment type, style of treatment or treatment duration. Current evidence based practice shows that we must focus on criminogenic needs, community functioning factors of criminal justice involved individuals, and simultaneously administer research-driven, secondary assessments that further clarify individualized substance abuse treatment type, style and duration. Clients should have access to a range of short and long-term, and continuing care service opportunities that integrate evidence based approaches, strategies and interventions, capitalize on protective factors and integrate community based wrap around support to clients that need support to achieve other critical stabilizing and self sufficiency goals. The SFAPD appreciates a close partnership with the San Francisco Department of Public Health (SFDPH) to address the outpatient and substance abuse treatment needs of clients. Staff from DPH’s

Behavioral Health Access Center (BHAC) conduct in custody and community based behavioral health assessments on clients referred from the SFAPD. As appropriate, clients are referred through BHAC to a range of community based residential and outpatient treatment services. There may however be situations in which an SFAPD's client is not referred through BHAC's system of care. In these situations, the SFAPD would like to create parallel referral capacity so that clients with the greatest range of substance abuse needs can get connected to timely and appropriate services. Entities providing drug and alcohol services, and staff administering drug and alcohol counseling or services will need to be certified by the California Association of Alcoholism and Drug Abuse Counselors.

Primary Responsibilities:

- Conduct substance abuse assessment to determine treatment level.
- Provide individual or group based, counseling and management of drug and alcohol addiction.
- Provide substance abuse testing.
- Provide case management, and detoxification services.

Preferred Qualifications: A minimum of two years providing outpatient substance abuse treatment services, knowledge of the adult criminal justice system, and knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders; and thorough understanding of criminogenic risk and community functioning factors. Anyone providing substance abuse treatment services will need to be certified by the California Association of Alcoholism and Drug Abuse Counselors. Entities will also need to demonstrate a track record of delivering evidence based substance abuse treatment services, experience with peer-led, self-help treatment groups, established partnerships with the SF Department of Public Health, SF Sheriff's Department, residential treatment facilities and other public and private entities that possess expertise in providing traditional medical or other certified naturopathic or holistic substance abuse treatment interventions. Entities must also possess ability to compose client reports with appropriate levels of information and as needed, and appear in court to publically represent the facts of client reports.

Self Sufficiency

1. Employment Services

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's criminogenic need.

- Subsidized Transitional/Supported Employment
- Employment Supportive Services
- Vocational Training
- Employer Engagement

Funding: \$500,000. In this category, the SFAPD **will only provide funding for TRANSITIONAL JOBS/SUPPORTED PAID EMPLOYMENT OPPORTUNITIES.** The SFAPD will provide **at least one entity** with funding to administer Transitional Jobs, Supported Paid Employment in conjunction with this RFP. The SFAPD will also use this RFP as an opportunity to pre-qualify other entities in all categories including Transitional Jobs/Supported Paid Employment for potential future service contracts. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: **All** proposers of Transitional Jobs/Paid Supportive Employment should use the attached budget sheets to craft a budget that shows how the \$500,000 will be used to provide services to a minimum of 50 people per year. **All** proposers in other Employment Services categories should use the attached budget sheets to craft a budget that shows total costs for providing the described Employment Services to 100 people per year.

Overview: Academic research and professional practice underscore the recidivism reduction impact and long-term public safety benefits of connecting individuals with criminal histories to meaningful employment. The criminal justice population is made up of a wide variety of individuals, many of whom became disconnected from the mainstream workforce, and others who were working consistently prior to their conviction. While these individuals may have different professional histories prior to their convictions, they share a common bond in that their criminal history becomes a barrier to post-conviction employment. Given this barrier, it is imperative that we address employment services within a context of criminal justice system involvement. The SFAPD seeks expert entities to provide employment services that consider a range of academic and vocational experiences and skill sets, and which are dynamic enough to engage individuals with a broad range of employment needs. The services may be provided in custody and or in the community. Clearly, the employment services category has many sub-components. Proposers are welcome to submit one proposal per employment services sub category *or* to submit one proposal describing expertise with delivering any combination of sub category employment services. In either option, proposers must adhere to the page limits as per the “Proposal Submission Contents” section.

Primary Responsibilities:

Employment Support Services:

The SFAPD seeks entities to:

- Provide barrier removal services (acquire California Driver’s License/CA ID card, Social Security card, birth certificate).
- Resolve problems for SFAPD related to traffic court, child support and other barriers).
- Provide assessments, related to job readiness training and career exploration.
- Conduct training in resume’ writing; personal grooming, eye contact and body language, developing good work habits, establishing short- and long-term goals.
- Develop a network of employers by establishing personal and telephonic contact with those that are amenable to hiring parolees.

San Francisco Adult Probation Department, Reentry Services Request for Proposals

- Be familiar with all local employment agencies, i.e., Employment Development Department, Private Employment Agencies, and City, County, and State Employment Agencies.
- Refer participants to prospective employers and establish a procedure to monitor the job search effort.
- Obtain employment for SFAPD clients that pay a “liveable” wage.

Vocational Training: The SFAPD seeks entities to provide vocational training in specific industries and expects that the proposer will have:

- As appropriate, administer vocational assessment to determine an individual’s vocational interests and skills.
- Establish relationships with associated industry employers so that clients get a clear picture of the pathway from training to employment. The SFAPD expects that proposers of this sub category will have established relationships with City College of San Francisco or other higher education gateways for disconnected workers into meaningful employment and long-term careers.
- Provide vocational services both in County Jail and in the community.

Transitional Jobs/Supported Paid Employment Opportunities:

Funding: \$500,000.

Target Population: 40-50 medium to high risk SFAPD clients.

Stable employment is critical to long-term reintegration back into communities. The SFAPD seeks entities to:

- Provide meaningful transitional employment and actual subsidized wage opportunities for 40 – 50 individuals that have demonstrated work readiness aptitude, but require some supported employment for 20-30 hours per week before unsubsidized employment.
- Provide transitional employment opportunities through an existing social enterprise or propose a plan that brokers transitional job placements within public or private businesses in which employers are committed to working with motivated and work ready criminal justice involved individuals.
- Proposers should describe whether they can leverage other resources to address an individual’s concurrent employment services needs; and should describe how to leverage additional resources that result in longer-term employment placements and support services once the transitional jobs are completed.

Employer Engagement: The SFAPD seeks entities with a proven track record of successfully identifying public and private sector employers that are:

- Committed to working with individuals with criminal histories.
- Consider industry trends, the sector academies of the Office of Economic and Workforce Development, certificate programs of the City College of San Francisco, WIA job

training, and other vocational training and apprenticeship opportunities, and how to further strengthen the pathways between employers and existing training programs when developing an employer outreach and engagement strategy.

All Employment Services Preferred Qualifications: A minimum of two years experience delivering Employment Services with criminal justice clients, and have a thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and the Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, a track record of delivering evidence based assessment and direct services in each of the described employment components, established partnerships with the Office of Economic and Workforce Development, Human Services Agency, and other employment services providers with expertise serving a criminal justice involved population, and extensive knowledge of existing employment services in San Francisco.

2. Income Supports and Financial Empowerment
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Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's community functioning.

Funding: \$50,000. The SFAPD will provide **one** entity with \$50,000 to administer income supports and financial empowerment services in conjunction with this RFP. The SFAPD will also use this RFP as an opportunity to pre-qualify other entities for potential future service contracts. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: **All** proposers in this category should use the attached budget sheet to craft a budget that shows how the \$50,000 will be used to serve a minimum of 100 per year.

Target Population: 100 medium to high risk SFAPD clients.

Overview: Many people leaving prison and jails live and have lived in poverty for a long time, have low levels of education and work experience, face mental health needs or drug and alcohol addictions and may also suffer from chronic disease. People with criminal histories face an array of system related financial obligations including child support, restitution and other court-mandated fines and fees. Given this landscape, criminal justice involved individuals are often in debt, lack a clear understanding of how to budget and manage personal finances; are very disconnected from traditional financial services and lack knowledge around asset building and money management. The SFAPD seeks entities that can help clarify and hopefully improve the financial profile and habits of individuals with criminal histories. These services can be provided in-custody and or the community.

Primary Responsibilities: The SFAPD seeks entities that have a wide range of financial support experience including knowledge of local, state and federal benefits programs including GA/CAAP, SSI/SSP, Medi-Cal, CalWORKS, Food Stamps, WIC, VA, and other government benefits; knowledge of how to access these benefits and knowledge of appropriate payee

services. Responsibilities also include connecting un-banked and low-income clients with financial services, mainstream banking institutions, tax preparation services, and other services. Other responsibilities include providing training and counseling for personal financial management and helping clients clarify strategies for paying off debt, repairing credit, staying on budget and building assets. The SFAPD envisions that these services will be both individualized financial counseling and also conducted as group workshops.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic needs and community functioning factors, thorough understanding local, state and federal benefits and eligibility, a track record of delivering evidence based income support and financial services to low-income and criminal justice involved clients, established partnerships with other entities like the Treasurer's Office/Bank on San Francisco, Consumer Credit Counseling and EARN.

3. Transitional Sober Living Environments

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's community functioning.

Funding: \$228,550. The SFAPD will provide **at least one** entity with \$228,550 to administer Transitional Sober Living Environment services in conjunction with this RFP. The SFAPD will also use this RFP as an opportunity to pre-qualify other entities for potential future service contracts. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: Proposers should use the attached budget sheets to craft a budget that shows how the \$228,550 will be used to provide transitional housing beds for approximately 20 people per year.

Target Population: Approximately 20 medium to high risk SFAPD clients.

Overview: Transitional Sober Living Environments provide safe, sober and affordable housing. Transitional Sober Living Environments may be appropriate for clean and sober individuals that are stepping down from residential treatment to a less restrictive environment or who may have lost their housing for any variety of reasons. Per the California Department of Alcohol and Drug Programs (ADP), Transitional Sober Living houses provide cooperative living arrangements in which residents commit to or are required to be free from alcohol and other drugs. While sober living environments or alcohol and drug free housing are not required to be licensed by ADP, the San Francisco Adult Probation Departments will seek to prioritize selection of state certified facilities that become pre-qualified to provide Transitional Sober Living Environment services through this RFP. Certified and uncertified Transitional Sober Living Facilities may also be subject to other types of permits, clearances, business taxes or local fees, which may be required by the cities or counties in which they are located. The SFAPD expects all Transitional Sober Living proposers to be compliant with local policies and procedures. The SFAPD requests that proposers articulate strategic partnerships with outpatient and residential

substance abuse treatment programs, and a range of other reentry service providers so that clients have access to relevant treatment, financial literacy and planning, mental health, education, employment and other personal development opportunities in addition to sober, safe and dignified housing.

Primary Responsibilities:

- Oversee and manage all aspects of Transitional Sober Living facility:
 - Ensure that facility has a 24 hour a day, 7 day a week facility manager or other program staff that is available to respond to facility and client needs, ensure that facility is compliant with the Mayor’s Office of Disability.
 - Ensure that the facility is in compliance with all applicable local, state and federal building, sanitation, health, safety and fire codes, as well as city and county zoning and use ordinances.

Please use the California Association of Addiction Recovery Resources (CAAR)/Sober Living Environment (SLE) checklist as a guide to ensuring high living standards – it is attached as Appendix I in this RFP.

- Ensure facility interior and exterior safety and aesthetic dignity, ensure that client and common rooms are kept clean and respectable, ensure that clients have access to pillows, linens and blankets and opportunity to regularly wash bedding linens, and ensure that clients have a dresser, closet and access to bathroom, kitchen and other common areas. If an entity is selected through this process, the SFAPD will require a site visit to the location prior to entering into contract and will be using the CAAR/SLE checklist to guide the site visit assessment process. If at any time after selecting an entity for either funding or the pre-qualified opportunity, the SFAPD does not feel the proposed facility will adequately serve SFAPD clients; the SFAPD reserves the right to terminate contract discussions with the entity at any time.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, and thorough understanding of criminogenic needs and community functioning factors, certification of facility and/or staff through the California Department of Alcohol and Drug Programs or the California Association of Addiction Recovery Services, a proven track record of operating Transitional Sober Living Environments and strong partnerships with treatment and other support services providers.

4. Life Skills Development

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: Proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: To successfully navigate systems and live successfully in today's world, clients must be adept at a variety of life skills. These skills include the ability to make safe and pro-social decisions, impulse control, knowing how to work at a job and be part of a team, how to manage time, how to live as part of a family and community, and how to effectively communicate. Other life skills building content areas include health and nutrition, basic meal planning, and can include financial planning and education. Entities funded through this category may be strategically connected to entities selected in the Parenting, Income Supports and Financial Empowerment and other categories where resources and expertise can be meaningfully leveraged.

Primary Responsibility:

- Integrate evidence-based strategies into monthly life skills training workshops.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors, demonstrated history of providing evidence based Life Skills services, and established formal partnerships with other public departments or non-profit organizations that have expertise in delivering individualized housing and benefits counseling. Through the Life Skills program, all clients will understand what long-term housing and access to benefits options they have.

5. Tattoo Removal for Adults, 18 and older
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Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client's community functioning.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: Proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: While many tattoos are very personal expressions of tradition, value and experience, for some criminal justice involved individuals; tattoos also represent a connection to past criminal activity and jeopardize personal safety and employment opportunities. The SFAPD seeks to offer tattoo removal services to clients so that the visual representations of historical criminal attitudes and behaviors can be removed, and so that doors to new associations and opportunities can be opened.

Primary Responsibilities:

- Perform full-scale tattoo removal services. Removal services will not need to be coupled with case management. The SFAPD will ensure that clients have needed concurrent support services.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, thorough understanding of criminogenic risk and community functioning factors; and demonstrated history of providing high-quality tattoo removal services.

6. Basic and Higher Education

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: Proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Research shows that criminal justice involved individuals have lower levels of basic and higher education success. This educational barrier limits the individual’s employment options and income potential. The SFAPD seeks entities that can help individuals achieve a range of basic and higher educational goals.

Primary Responsibilities:

- Provide County Jail or community based adult literacy and basic education services that result in progress towards or attainment of a high school diploma or General Equivalency Diploma, and provide access to higher education opportunities.
- The SFAPD is particularly interested in entities that can provide educational therapy, and that can drill down on skilled and differentiated instruction for individuals with learning disabilities, specifically in the areas of math and literacy.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, and thorough understanding of criminogenic risk and community functioning factors. Entities will have demonstrated experience in educational therapy and addressing the needs of individuals with learning disabilities, providing basic and higher education services to adult learners, have established partnerships with academic institutions like City College of San Francisco, San Francisco State University, the San Francisco Public Library and other public and private partners that can help clients achieve educational

goals. Entities should also provide opportunities for clients to learn about available financial aid and scholarships and how to apply.

7. Creative Arts Education

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Through creative arts education, criminal justice involved individuals can learn to embrace an artistic framework for addressing personal, family, peer, social and community factors that impacted their involvement in the criminal justice system. This framework's pillars include honesty, transparency, courage, peer support and healing. Clients are encouraged to reframe their strengths, weaknesses and challenges through a variety of artistic mediums. Creative arts education encourages clients to be as honest and candid as possible. In so doing they gain greater clarity of their own personal experience and find new ways of taking personal responsibility for their attitudes and actions, including the ones those that contributed to criminal justice involvement. And by taking personal responsibility through expression, clients admit wrongdoing, and move towards healing the harms they inflicted on self, others and community. Creative education opportunities and restorative justice principles go hand in hand.

Primary Responsibilities:

- Create a monthly calendar of workshops that include opportunities for clients to perform or appreciate music, spoken word, singing, writing, visual arts, or performing arts for purposes of self exploration and enjoyment. Include opportunities for clients to volunteer to publically showcase their artistic interest, skills and talents.
- Use creative arts education as a conduit for exploring career options, self-esteem, and knowledge of self and empowerment.
- Services may be provided in County Jail or in the community.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, and thorough understanding of criminogenic risk and community functioning factors. Entities will have demonstrated experience providing creative arts education services to adults, and have established partnerships with public partners like the Arts Commission as well as partnerships with private community based entities that are collectively committed to providing people with opportunities to express and heal from involvement in the criminal justice system.

Welfare and Safety

1. Mentoring/Community Engagement for Success

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic need.

Funding: Funding for this service will not be available through this RFP. SFAPD seeks to pre-qualify entities for this service and broker additional resources for implementation. All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification.

Budget: All proposers should use the attached budget sheets to craft a budget that shows the total costs for providing services to a minimum of 100 people per year.

Overview: Mentoring is a relationship-based strategy that pairs self-sufficient individuals with individuals that face many personal and criminal justice system barriers; and includes strength-based, trauma-informed, gender responsive and culturally competent activities that enhance self-worth and build specific knowledge and skills that increase the chance of successful reentry. It is critical that mentoring strategies provide client support, have a diligent process for carefully selecting qualified mentors and matching them with clients, and consider a range of adult learning styles when crafting materials, training and program activities.

Primary Responsibilities:

- Establish one on one mentoring and or group mentoring activities that are rooted in evidence based practices and integrate cognitive behavioral interventions into the program design.
- Provide clients with opportunities for clean and sober recreational outings with the established positive and pro-social peer group.
- Services may be provided in County Jail or in the community.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, and thorough understanding or criminogenic risk and community functioning factors. Entities will have demonstrated experience providing mentoring services to adults.

2. Restorative Justice/Victim Offender Mediation, Circles of Support and Accountability

Criminogenic Needs or Community Functioning Factor: The SFAPD has determined that this intervention addresses a client’s criminogenic needs.

Funding: \$50,937. The SFAPD will provide one entity with \$50,937 to provide restorative justice/victim offender mediation services in conjunction with this RFP. The SFAPD will also use this RFP as an opportunity to pre-qualify other entities for potential future service contracts.

All proposals that receive a total reader score of at least 70 points will be considered for pre-qualification. The proposal that receives the highest score in this category will be considered for funding. In the event of a tie of high scores, the SFAPD will also consider such factors as years of experience providing services and positive evaluation feedback when making a final decision.

Budget: The proposer should use the attached budget sheet to craft a budget that shows how the \$50,937 will be used to serve a minimum of 100 per year.

Target Population: 100 medium to high risk SFAPD clients.

Overview: Restorative Justice is an approach to justice that values the experiences and perspectives of victims, offenders and community, and seeks to achieve accountability and healing by creating safe and dynamic opportunities for victims, offenders and communities to engage with each other and consider realities and consequences in a respectful and dignified environment that fosters empathy, compassion, and forgiveness. Victims play an active role, while criminal justice involved individuals take responsibility for their actions and earnestly try to repair the harm they have caused to an individual and/or community. Efforts may look like a verbal apology, community service or restitution. While restorative justice focuses on the healing of the victim, it also presents an opportunity for the criminal justice involved person to heal from the layers of personal trauma and loss that are so often at the roots of that individual's criminal attitude and behavior.

Primary Responsibilities:

- Craft meaningful victim offender mediation and/or circles of support and accountability opportunities that are rooted in restorative justice principles.
- Set a weekly or monthly schedule and allow for drop-in participation.
- Services may be provided in County Jail or in the community.

Preferred Qualifications: Thorough knowledge of the adult criminal justice system, knowledge of the National Institute of Corrections, Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders, and thorough understanding or criminogenic risk and community functioning factors, established partnerships with the San Francisco Sheriff's Department and California Department of Corrections and Rehabilitation, knowledge of restorative justice frameworks, strength-based, trauma-informed and family focused service approaches, ability to create dignified and respectful in-custody and community-based therapeutic environments. Entities should have a successful track record of providing restorative justice/victim offender mediation and or circles of support and accountability services to criminal justice involved individuals.

Crafting Reentry Services Performance Measures and Outcome Goals

The SFAPD is requesting that proposers include the following two standard performance measures in a proposal for **any** of the described reentry services:

San Francisco Adult Probation Department, Reentry Services Request for Proposals

- 1.) 85% of participants will be matched with reentry services that consider the client's learning style and motivation level, with an intensity (hours per day/week) and for a duration (total term of service requirement) that are aligned with assessment results. *
- 2.) 50% of referred clients will successfully complete their personal reentry service objective.

* In line with the responsivity principle previously described, the SFAPD seeks to ensure that a client has the greatest potential to benefit from a particular reentry service. Consequently, it is important for service providers to have an understanding of the client's learning style – are they a visual learner – i.e. do they need to see, look at or read materials to begin to grasp concepts, facts and lessons, are they auditory learners – i.e. do they need to listen to a facilitator talk about or describe concepts, facts, or lessons, or are they kinesthetic or tactile learners – i.e. do they need to have the concepts, facts and lessons explained through a very dynamic, almost theatrical presentation of information. Kinesthetic learners often like to physically manipulate or write information to absorb it. SFAPD clients should be given opportunities for “skill training with direct practice.”

Proposers should describe the kind of engagement they will have with a client to gain an understanding about a client's learning style. This may mean simply asking questions to clients like “how did you do in school when you were younger?,” “did you learn best by focusing on what a teacher said out loud and listening, was it easier for you to perform well in class if you simply read the reading materials or did you need to take class notes or take notes of your reading materials?” There are also some fairly simple (and quick) online resources for assessing learning styles – one of which can be found at <http://www.wright.edu/~carole.endres/learnstyles.htm>. When the service provider and client do the assessment together you may need to switch a couple of the words, but generally speaking the assessment is simple and straightforward.

The SFAPD isn't asking the proposer to get overly scientific with a learning style assessment, but is asking the proposer to describe the kind of engagement that will be used to ascertain a client's learning style, and to also describe how that learning style information will be communicated to all staff that will be providing the reentry service for clients.

To determine reentry services program intensity and duration, the proposer should describe the appropriate secondary assessment tool that will be used. If a particular reentry service doesn't have an evidence-based secondary assessment, proposers should describe what rationalization they will use to assess learning style and motivation level and service intensity and duration

In addition to the above two performance measures, the SFAPD requests that the proposer use personal and field expertise to craft additional realistic program **performance measures** and service **outcome goals** that are specific to the reentry service category in which you are applying.

Performance measures describe an organization or program's specific tasks necessary to achieve its goals, and articulate these tasks in ways that are quantifiable and measurable. For example, a program's performance measures may include the following: xx percent of case management

consideration the possible reasons for the discrepancy. For example, the more expensive program model may require staff with certifications or other educational expertise that may increase staffing and fringe rates. Outcome objectives and proposed performance measures will also be considered when comparing program costs to ensure comparisons include similar program-models.

Proposers should propose an array of performance measures that encompass the full spectrum of the program's activities as well as outcome goals that include all of the objectives the program proposes to achieve. Performance measures should include enrollment, participation, ongoing engagement, and staffing/program management. Outcome goals should include the desired results of the program for participants. The proposers' ability to collect the data necessary to report on proposed performance measures and outcome goals will be considered essential. Proposers should also be prepared to develop additional performance measures and outcome goals in collaboration with SFAPD staff during contract negotiations and/or to incorporate SFAPD's standard measures for all reentry service providers.

VII. PROPOSAL SUBMISSION CONTENTS

Entities may apply in just one reentry services category or multiple. **If you plan to apply in multiple areas, please be sure to follow submission directions exactly.**

A. Minimum Agency Requirements

Only ONE copy of items 1-5 below is required from each agency regardless of the number of categories in which you are applying. Any proposal that does not include this minimum agency requirements documentation will be considered non-responsive and will not be eligible for project proposal review or for award of a contract.

- 1. SFAPD Application Agreement Checklist** (Appendix A)
- 2. SFAPD Application Cover Page** (Appendix B)
- 3. Signed Letter of Introduction** (no more than one (1) page) A brief one-page letter signed by the person authorized to obligate the proposing agency to perform the commitments contained in the proposal (s). The letter should state that the proposer is willing and able to perform the commitments contained in the proposal (s).
- 4. HRC Forms** (Appendix D and E)
- 5. Minimum Requirements Narrative** no more than six (6) pages total, excluding forms and other required attachments). Please describe how your agency meets the following requirements as detailed in Section V, *Minimum Agency Requirements*:
 - a. Financial Management Capacity Requirements
 - b. Cultural Competency Requirements
 - c. Evaluation and Data Collection Requirements

- d. Harm Reduction Requirements
- e. Access to Services Requirements
- f. Prior Performance Requirements
- g. Americans with Disabilities Act and Access Requirements
- h. Commitment to Best and Evidence Based Practices Requirements

B. Proposal Content

Proposers must **complete items 1-4 below for each reentry service category** in which you are applying. (Please read the Employment Services category closely as the application guidelines for that category are slightly different than those for all other categories).

1. Executive Summary (no more than **ONE (1)** page)

- a. A brief summary of the proposal that provides an overview of proposed activities; a statement of need; the number and demographic description of target population(s) to be served; evidence-based practices to be utilized; and specific program and client outcomes.

2. Program Proposal Narrative (no more than **SIXTEEN (16)** pages TOTAL)

- a. **Program Overview** (no more than **TEN (10)** pages) – Must include the following:
 - Describe and provide evidence of the need for the proposed reentry service, including a discussion about the problem the proposed activities will address, as well as current efforts in the community to address the need and why additional/different efforts are needed to serve the community.
 - Describe specific target population(s) to be served including the total number to be served and estimated demographic characteristics of target population and the location of services (citywide or specific geographic locations within San Francisco by zip code) including details on relevant social determinants of health and health inequities; and describe how target populations and their family members, will be involved in the planning, development, implementation of project activities.
 - Describe how the reentry service will use assessment information to determine an appropriate client engagement and retention strategy, and service intensity and duration. The SFAPD will conduct the COMPAS assessment and will determine what the individual's overall risks and needs are; and will make recommendations of medium to high risk/needs to appropriate services. Secondary assessments that will be utilized by the provider shall be named in their proposal and a copy included with the proposal. If a specific reentry service doesn't have a logical secondary assessment, proposers should describe what consistent protocols will be in place to help identify an individual's temperament, learning style and motivation.

- Describe the theoretical framework that guides your reentry service design and delivery.
- Describe the proposed reentry service design and delivery plan in detail. The detail should reflect a clear understanding of criminogenic needs and community functioning factors, whether the proposed service is addressing a criminogenic need or community functioning factor; and how the service delivery plan can help a client make progress towards a desired relative outcome. Also, clearly articulate how the service design incorporates the Principles of Effective Intervention, Women's Gender Responsive strategies into service delivery and how the plan will strive to ensure a therapeutic environment. Please be sure that the service design also includes the performance measures that are prescribed in the RFP as well as others that are tailored best on proposer expertise.
 - Include a simple Logic Model that demonstrates the relationship between proposed theoretical framework, target populations, evidence based strategies, performance measures and outcomes goals (note: the Logic Model does not count against the total page limit but should not exceed one (1) page).
- Describe the evidence based curriculum that will be used to deliver the reentry services. This information will be closely aligned with the information you provided in the Mandatory Minimums section.
- Describe how the reentry service integrates cognitive behavioral or social learning methods.
- Describe how the reentry service will enhance intrinsic motivation.
- Describe how a sanctions and incentives matrix will be used to encourage client engagement and completion of the reentry service.

b. Organizational Qualifications (no more than **FOUR (4)** pages)

Each proposer must provide information on the agency's qualifications, and past performance specific to the services and target populations described in the proposal.

This must include all of the following:

- A brief description of your experience delivering this reentry service or providing services to criminal justice involved individuals. For how long have you provided the service to high/medium risk, criminal justice system involved individuals? Succinctly describe your past success addressing criminogenic needs and community functioning factors with the proposed reentry service. Describe your experience providing reentry service inside San Francisco County Jail and/or State Prisons.
- A description and evidence of relevant program license or certification from local, state or federal agencies where applicable.

San Francisco Adult Probation Department, Reentry Services Request for Proposals

- Describe your strategy for integrating new staff into your organization and ensuring that staff are trained on reentry service model, curriculum, data collection
- Describe, as appropriate, your proposed collaborative partnership and your experience maintaining service delivery integrity across all partners in a collaborative model: what role will the partner play in service provision, what is the referral mechanism, how will you appropriately share client information? Attach MOUs and/or Letters of Intent, describing each partner's roles and responsibilities (not included in page count).
- Describe specific client outreach, engagement and retention strategies and rationale as to why chosen strategies and approaches will be effective with the target populations.

c. **Staff Qualifications and Licensure** (no more than **TWO (2)** pages)

- Provide an organizational chart for the project staff that shows how these staff fit within the proposer's organizational structure including key reporting relationships and functions.
- Describe the reentry services Program Director role and qualifications (Whether or not funding will cover this position, please provide information on the Program Director role as requested): Is the program director directly involved in the design of the program, have at least three years of experience with the target population and have a degree in a social work or related field?
- Describe the responsibilities and qualifications of the position (s) delivering the proposed reentry service (if different than the Program Director). Does the position require a minimum of two years experience delivering the proposed service to the target population as well as some degree of higher education (AA, BA, MA or higher)?
- Describe the explicit strategy for recruiting and retaining staff that have experience delivering the proposed services to, and understand the needs, barriers and experiences of the target population.
- Provide duty statements/job descriptions for key leadership and front lines positions associated with the implementation of the reentry service.

3. **Budget**

The City and County of San Francisco will allocate up to \$1,041,753 as follows for an initial period of September 1, 2012 – August 31, 2013:

- Funding Currently Available: \$1,041,753 – SB678 Community Corrections Performance Incentive Funds for Probationer Reentry Services

San Francisco Adult Probation Department, Reentry Services Request for Proposals

The Minimum Qualifications section of this RFP will be used to screen for organizational health and stability. The purpose of this budget section is to understand the cost expenditure plan for proposed reentry services staffing and activities. Please make sure the budget mirrors the reentry services detail described in the Program Overview section and the staffing pattern described in the Organizational Qualifications section.

The SFAPD reserves the right to further negotiate the Program Budget during any contract negotiations that may ensue as a result of this RFP.

There is important detail in each of the below bullet points. Please take the time to read this section carefully. If instructions are not followed, budget points will be deducted.

Please find the following budget forms in Appendix C of this document:

- Program Budget Summary
- Salary and Fringe Detail
- Operating Budget Detail
- Capital Detail
- Budget Justification Form

Please take note of the following information when completing your budget forms:

- Use the attached budget documents to thoroughly describe the proposed project expenses.
- As has been mentioned several times in this RFP, actual award amounts will be contingent on availability of funds.
- **Salaries and Fringe:** Itemize staff and benefits cost for each staff that will provide **direct/frontlines** reentry services (Break out costs of FICA, SUI, W/C and other benefits). Unless the Executive Director, Accountants or any other Management will play a frontlines services role, allocations for their time **should not** be included in the salaries and fringe section.
- **Operating Detail:** Please pay special attention to the reentry service descriptions and make sure operations costs adequately reflect essential items.
 - Where possible the SFAPD encourages organizations to allocate a portion of funds for client food, transportation and clothing vouchers (Federal funds may limit use of funds for food. Restrictions will be addressed as needed during contract negotiations).
 - Proposed budgets should anticipate the costs of auxiliary aids and services, such as Real Time Captioning or ASL interpretation.
 - Please also be sure to **itemize** all other program costs like rent, equipment, postage, communications, etc.
 - Proposers also **must itemize** sub-contractor/partner expenses as well. Please be sure to communicate this requirement to potential collaborative partners immediately so that they submit an itemized budget to you in a timely manner. **Proposers will automatically lose 3 budget points if sub contractor allocations are not itemized.**

- **Overhead/Indirect/Administrative Detail:** This allocation can not exceed 12% of the entire amount of the grant (If the grant is \$75,000, the overhead/indirect/administrative detail cannot exceed \$9,000).
- **Capital Detail:** Capital expenses should not exceed 5% of any budget unless the Proposer has negotiated a specific purpose with the SFAPD and the proposer has received written approval from SFAPD prior to submitting the application. Please itemize capital expenses.
- **Budget Justification Form:** Please fully describe your calculations and rationale for proposed budget items.

4. SFAPD – Potential Contractor Template (excluded from page limit)

In order to expedite a potential contracting process, SFAPD Contractor Appendix J must be filled out and included with each program proposal. Should your proposal be selected for funding, the SFAPD reserves its sole right to negotiate any and all items contained in the Appendix J submitted with a program proposal.

VIII. PROPOSAL SUBMISSION REQUIREMENTS

A. Non-Binding Letter of Intent

Prospective proposers should submit a Letter of Intent (LOI) on their agency's letterhead stationary to Lauren Bell, Reentry Services Manager, San Francisco Adult Probation Department, Reentry Division, 850 Bryant Street, 2nd Floor, San Francisco, CA 94103 by **5:00pm**, on **Thursday, June 7, 2012**, to indicate their interest in submitting a proposal under this RFP. Such a letter of intent is non-binding and will not prevent acceptance of an agency's proposal and neither commits an agency to submitting a proposal.

B. Time and Place of Proposal Submission

Proposals must be received by **5:00 p.m. on Monday, June 25, 2012**. Postmarks will not be considered in judging the timeliness of submissions. Proposals may be delivered in person and left with SFAPD REENTRY DIVISION or mailed to:

Lauren Bell, Reentry Services Manager
San Francisco Adult Probation Department
Reentry Division
850 Bryant Street, 2nd Floor
San Francisco, CA 94103

Proposers shall submit **one** (1) original and **seven** (7) hard copies of the proposal. The original copy of the proposal must be clearly marked as "ORIGINAL".

ADDITIONALLY, proposers should submit a readable CD that includes all electronic copies of all proposal documents, clearly marked and numbered in the order they appear in the hard copy proposal.

Proposals submitted by facsimile will not be accepted.

C. Format

All submission must be single-spaced, typewritten on standard recycled paper with an easy to read 12-point font such as Arial or Times New Roman and one inch margins. Please print on double-sided pages to the maximum extent possible (note that one, double-sided page is the equivalent of two proposal pages when meeting program proposal page limits). You can bind your proposal with a binder clip or single staple. Please do not submit your proposal in a three-ring binder, bind your proposal with a spiral binding, glued binding or anything similar. You are encouraged to use tabs or other separators within the proposal. Please also number pages and include a Table of Contents.

Please follow Attachment A, Application Checklist exactly when determining proposal order.

Please be sure the Minimum Agency Requirements Section is clearly labeled and bound separately from the program proposal (or proposals if you are applying in more than one service category).

D. Evaluation and Selection Criteria

The SFAPD has issued this RFP to identify reentry services providers and seeks to achieve two goals:

- 1.) To create a pre-qualified list of reentry services providers that will be eligible for future funded contracts with the SFAPD for the period of September 3, 2012 through June 30, 2017.
- 2.) To select a subset of highly qualified providers from the pre-qualified list that will provide a specific set of reentry services for an initial period of September 3, 2012 – August 31, 2013. The SFAPD will retain the discretion to renew originally funded contracts for four additional terms of one (1) year each contingent on availability of funding each contract year starting on September 3, 2012 and demonstrated successful performance by funded entities each contract year.

There will be three (3) phases of review to determine which entities get pre-qualified and which of the pre-qualified entities receive funding. The SFAPD will take the following steps to make pre-qualification and funding decisions:

Phase I. TECHNICAL AND MINIMUM QUALIFICATIONS REVIEW

The SFAPD will review all received proposals to make sure they are technically compliant with formatting and submission guidelines as per the RFP and will conduct a review of the Minimum Agency Requirements packet. Proposers that are non-compliant with technical and Minimum Agency Requirements will not move forward to Phase II review.

Phase II. PRE-QUALIFICATION DESIGNATION

The SFAPD will follow the City and County of San Francisco’s guidelines for administering a competitive bid process that include proposal review by independent third party readers who will rate technically compliant proposals.

Proposals can earn up to 100 reader points and may also obtain additional Local Business Enterprise (LBE) points if the Human Rights Commission (HRC) determines that proposals are eligible for the LBE rating bonus.

Reader Points:

Project Overview:	40 points
Organizational Qualifications:	20 points
Staff Certifications and Licensure:	20 points
Budget:	20 points
TOTAL READER POINTS	100 points

The Reader Review process will be as follows:

- **5-10 readers will be assigned to review and score all proposals.**
- **The readers will convene in a facilitated discussion to review the merits of each proposal.**
- **Readers will arrive at an average score for each proposal.**
- **All proposals that earn a total average reader score of at least 70 points will automatically receive a pre-qualification designation through this process, and will be eligible for future service and partnership opportunities issued by the SFAPD.**

The HRC will apply rating bonuses as appropriate during phase II review.

Phase III. FINAL FUNDING DECISIONS

The SFAPD will select the highest scored proposal in each category for available funding. In the event there is a tie between entities for the highest score, the SFAPD will consider such factors as years of experience providing the service, references feedback, evaluation feedback, and cost benefit of the proposal.

E. Proposal Scoring Criteria

1. Project Overview **40 Points**

- a. (2 points) The proposal provides evidence of the need for the proposed reentry service, including a discussion about the problem the proposed activities will address, as well as current efforts in the community to address the need and why additional/different efforts are needed to serve the community.

- b. (3 points) The proposal describes the specific target population(s) to be served including the total number to be served and estimated demographic characteristics of target population and the location of services (citywide or specific geographic locations within San Francisco by zip code) including details on relevant social determinants of health and health inequities; and describe how target populations and their family members, will be involved in the planning, development, implementation of project activities.
- c. (4 points) The proposal describes how the reentry service will use assessment information to determine an appropriate client engagement and retention strategy, and service intensity and duration. The SFAPD will conduct the COMPAS assessment and will determine what the individual's overall risks and needs are; and will make recommendations of medium to high risk/needs to appropriate services. The SFAPD however expects that selected service provider will conduct a secondary assessment (s) to assess the individual's temperament, learning style, and motivation; and to determine the intensity and duration of the service.
- d. (5 points) The proposal describes the theoretical framework that guides the reentry service design and delivery.
- e. (15 points) The proposal describes the proposed reentry service design and delivery plan in detail. The detail reflects a clear understanding of criminogenic needs and community functioning factors, whether the proposed service is addressing a criminogenic need or community functioning factor; and how the service delivery plan can help a client make progress towards a desired relative outcome. The detail also incorporates the Principles of Effective Intervention, Women's Gender Responsive strategies into service delivery and describes how the plan will strive to ensure a therapeutic environment. Lastly, the detail also includes the performance measures that are prescribed in the RFP as well as others that are tailored best on proposer expertise.
 - o The proposal includes a simple Logic Model that demonstrates the relationship between proposed theoretical framework, target populations, evidence based strategies, performance measures and outcomes goals (note: the Logic Model does not count against the total page limit but should not exceed one (1) page).
- f. (2 points) The proposal describes the evidence based curriculum that will be used to deliver the reentry services.
- g. (2 points) The proposal describes how the reentry service integrates cognitive behavioral or social learning methods.
- h. (2 points) The proposal describes how the reentry service will enhance intrinsic motivation.
- i. (5 points) The proposal describes how a sanctions and incentives matrix will be used to encourage client engagement and completion of the reentry service.

2. Organizational Qualifications

20 Points

- a. (5 points) The proposal includes description of proposer's experience delivering the reentry service or providing services to criminal justice involved individuals and clearly indicates for how long have the services have been provided to high/medium

- risk, criminal justice system involved individuals? The proposal describes the proposer's past success addressing criminogenic needs and community functioning factors with the proposed reentry service and describes experience providing reentry service inside San Francisco County Jail and or State Prisons.
- b. (5 points) The proposal includes a description and evidence of relevant program license or certification from local, state or federal agencies where applicable, and includes duty statements or job descriptions for key leadership and front lines staff associated with the reentry services.
 - c. (5 points) The proposal describes the strategy for integrating new staff into the organization and ensuring that staff are trained on the reentry service model, curriculum, and data collection.
 - d. (5 points) The proposal describes specific client engagement and retention strategies and rationale as to why chosen strategies and approaches will be effective with the target populations.

3. Staff Qualifications and Licensure

20 Points

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- a. (5 points) The proposal includes an organizational chart for the project staff that shows how these staff fit within the proposer's organizational structure including key reporting relationships and functions.
 - b. (3 points) The proposal includes a description of the reentry services Program Director role and qualifications (regardless of whether the Program Director will be a paid position): Is the program director directly involved in the design of the program, have at least three years of experience with the target population and have a degree in a social work or related field?
 - c. (7 points) The proposal describes the responsibilities and qualifications of the direct service position (s) delivering the proposed reentry service (if different than the Program Director). Does the position require a minimum of two years experience delivering the proposed service to the target population as well as some degree of higher education (AA, BA, MA or higher)?
 - d. (5 points) The proposal includes an explicit strategy for recruiting and retaining staff that have experience delivering the proposed services to, and understand the needs, barriers and experiences of the target population.

4. Budget **20 Points**

- a. (10 points) The budget forms itemize staff and benefits costs, operating detail, and overhead/indirect/administrative expenses as per RFP instruction (Please note that 3 points will be automatically deducted if the proposer did not include itemized line items for any proposed subcontractor/partner).
- b. (10 points) The Budget Justification form clearly describes calculations and rationale for proposed budget items.

TOTAL EVALUATION/SCORING CRITERIA POSSIBLE	100 Points
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Additional Points Available Under the LBE Ordinance: **Various**

The City strongly encourages proposals from qualified LBEs. Pursuant to Chapter 14B, the following rating bonuses will be in effect for the award of this project for any proposers who are certified by HRC as an LBE or NPE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. Certification applications may be obtained by calling HRC at (415) 252-2500.

The rating bonus applies at each phase of the selection process. The application of the rating bonus is as follows:

- a. A 10% bonus to a Small or Micro-LBE; or a joint venture between or among Small or Micro-LBEs; or
- b. A 5% bonus to a joint venture with Small or Micro-LBE participation that equals or exceeds 35% but is under 40%; or
- c. A 7.5% bonus to a joint venture with Small or Micro-LBE participation that equals or exceeds 40%; or
- d. A 10% bonus to a certified non-profit entity (NPE).

If a contract with an estimated cost between \$400,000 and \$10,000,000 is at issue, a 2% rating bonus will be applied to any proposal from an SBA-LBE, except that the 2% bonus shall not be applied at any stage if it would adversely affect a Small or Micro-LBE proposer or a joint venture with Small and/or Micro-LBE participation.

If applying for a rating bonus as a joint venture: The LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the LBE joint venture's work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The LBE joint venture's portion of the contract must be assigned a commercially useful function.

The Human Rights Commission (HRC) will calculate any LBE rating bonus points. Additional information about the LBE Ordinance is available online at <http://www.sf-hrc.org/>.

TOTAL POINTS POSSIBLE: Reader Points + LBE Rating Bonus Points (Total Points may exceed 100 points)
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IX. TERMS AND CONDITIONS FOR RECEIPT OF PROPOSALS

A. Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Department promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

B. Inquiries Regarding RFP

Inquiries regarding the RFP and all oral notifications of an intent to request written modification or clarification of the RFP, must be directed to:

Lauren Bell
Reentry Services Manager
Adult Probation Department
850 Bryant Street, Room 200
San Francisco, CA 94103
Lauren.Bell@sfgov.org

C. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten calendar days after the RFP is issued, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

The Department may modify the RFP, prior to the proposal due date, by issuing Change Notices, which will be posted on the website. The proposer shall be responsible for ensuring that its proposal reflects any and all Change Notices issued by the Department prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Change Notices.

E. Term of Proposal

Submission of a proposal signifies that the proposed services and prices are valid for 120 calendar days from the proposal due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

F. Revision of Proposal

A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the

same manner as the original. A revised proposal must be received on or before the proposal due date.

In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.

At any time during the proposal evaluation process, the Department may require a proposer to provide oral or written clarification of its proposal. The Department reserves the right to make an award without further clarifications of proposals received.

G. Errors and Omissions in Proposal

Failure by the Department to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

H. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

I. Proposer's Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- the officer's re-election campaign
- a candidate for that officer's office
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a

particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.

2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.

3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

J. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organizations net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

K. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative annual total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its proposal; (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer's meetings and records, and (2) a summary of all complaints concerning the proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer's Chapter 12L submissions shall be grounds for rejection of the proposal and/or termination of any subsequent Agreement reached on the basis of the proposal.

L. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;

4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means; or
6. Determine that no project will be pursued.

M. No Waiver

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

N. Local Business Enterprise Goals and Outreach

The requirements of the Local Business Enterprise and Non-Discrimination in Contracting Ordinance set forth in Chapter 14B of the San Francisco Administrative Code as it now exists or as it may be amended in the future (collectively the “LBE Ordinance”) shall apply to this RFP.

1. LBE Subconsultant Participation Goals

The LBE subconsulting goal for this project is **3%** of the total value of the goods and/or services to be procured. For the purposes of the LBE subconsulting requirements, “LBE” refers to small and micro-LBEs only.

Note: If a proposer demonstrates in its proposal that it exceeds the established LBE subconsulting participation goal by 35% (i.e., **4.05%** for this project) or more, such proposer is not required to conduct good faith outreach efforts or to submit evidence of good faith efforts.

Each firm responding to this solicitation shall demonstrate in its response that it has used good-faith outreach efforts to select LBE subconsultants as set forth in S.F. Administrative Code §§14B.8 and 14B.9, and shall identify the particular LBE subconsultants solicited and selected to be used in performing the contract. For each LBE identified as a subconsultant, the response must specify the value of the participation as a percentage of the total value of the goods and/or services to be procured, the type of work to be performed, and such information as may reasonably be required to determine the responsiveness of the proposal. LBEs identified as subconsultants must be certified with the San Francisco Human Rights Commission (HRC) at the time the proposal is submitted, and must be contacted by the proposer (prime contractor) prior to listing them as subconsultants in the proposal. Any proposal that does not meet the requirements of this paragraph will be non-responsive.

In addition to demonstrating that it will achieve the level of subconsulting participation required by the contract, a proposer shall also undertake and document in its submittal the good faith efforts required by Chapter 14B.8(C)&(D) and HRC Attachment 2, Requirements for Architecture, Engineering and Professional Services Contracts.

Proposals which fail to comply with the material requirements of S.F. Administrative Code §§14B.8 and 14B.9, HRC Attachment 2 and this RFP will be deemed non-responsive and will be rejected. During the term of the contract, any failure to comply with the level of LBE subconsultant participation specified in the contract shall be deemed a material breach of

contract. Subconsulting goals can only be met with HRC-certified LBEs located in San Francisco.

2. LBE Prime Proposer Participation

The City strongly encourages proposals from qualified LBEs. Pursuant to Chapter 14B, the following rating bonuses will be in effect for the award of this project for any proposers who are certified by HRC as an LBE or NPE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. Certification applications may be obtained by calling HRC at (415) 252-2500.

The rating bonus applies at each phase of the selection process. The application of the rating bonus is as follows:

- a. A 10% bonus to a Small or Micro-LBE; or a joint venture between or among Small or Micro-LBEs; or
- b. A 5% bonus to a joint venture with Small or Micro-LBE participation that equals or exceeds 35% but is under 40%; or
- c. A 7.5% bonus to a joint venture with Small or Micro-LBE participation that equals or exceeds 40%; or
- d. A 10% bonus to a certified non-profit entity (NPE).

If a contract with an estimated cost between \$400,000 and \$10,000,000 is at issue, a 2% rating bonus will be applied to any proposal from an SBA-LBE, except that the 2% bonus shall not be applied at any stage if it would adversely affect a Small or Micro-LBE proposer or a joint venture with Small and/or Micro-LBE participation.

If applying for a rating bonus as a joint venture: The LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the LBE joint venture's work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The LBE joint venture's portion of the contract must be assigned a commercially useful function.

The Human Rights Commission (HRC) will calculate any LBE rating bonus points. Additional information about the LBE Ordinance is available online at <http://www.sf-hrc.org/>.

3. HRC Forms to be Submitted with Proposal

a. HRC Forms are attached as Appendices D and E. All proposals submitted must include the following Human Rights Commission (HRC) Forms contained in the HRC Attachment 2: 1) Form 2A - HRC Contract Participation Form, 2) Form 2B - HRC "Good Faith Outreach" Requirements Form, 3) Form 3 - HRC Non-Discrimination Affidavit, 4) Form 4 - HRC Joint Venture Form (if applicable), and 5) Form 5 - HRC Employment Form. If these forms are not returned with the proposal, the proposal may be determined to be non-responsive and may be rejected.

b. Please submit only two copies of the above forms with your proposal. The forms should be placed in a separate, sealed envelope labeled HRC Forms.

If you have any questions concerning the HRC Forms, you may call **Amy McConnell**, the Human Rights Commission Contract Compliance Officer for this project at **(415) 252-2513**.

X. CONTRACT REQUIREMENTS

A. Standard Contract Provisions

The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits, (§12B.1); the Minimum Compensation Ordinance (§12P.3); the Health Care Accountability Ordinance (§12Q.2.9); the First Source Hiring Program (§83.6); and applicable conflict of interest laws (§Section 3.200), as set forth in paragraphs B, C, D, E and F below.

B. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the HRC's website at www.sfhrc.org.

C. Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For the contractual requirements of the MCO, see § 2.1 and § 2.2.

For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract.

Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

D. Health Care Accountability Ordinance (HCAO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

E. First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at www.sfgov.org/moed/fsdp.htm and from the First Source Hiring Administrator, (415) 401-4960.

F. Conflict of Interest

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflict of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

XI. PROTEST PROCEDURES

A. Protest of Non-Responsiveness Determination

Within five working days of the City's issuance of a notice of non-responsiveness, any firm that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Contract Award

Within five working days of the City's issuance of a notice of intent to award the contract, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to

represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

**Lauren Bell, Reentry Services Manager
Adult Probation Department
850 Bryant Street, Room 200
San Francisco, CA 94103
Lauren.Bell@sfgov.org**

APPENDICES

- Appendix A: Application Checklist**
- Appendix B: Application Cover Page**
- Appendix C: Budget Forms**
- Appendix D: HRC Standard Forms**
- Appendix E: HRC Attachment 2**
- Appendix F: National Institute of Corrections: Principles of Effective Intervention and The Six Gender Responsive Strategies for Women Offenders**
- Appendix G: SFAPD-ADA Program Accommodations Checklist**
- Appendix H: SFAPD Template Reference Letter**
- Appendix I: California Association of Addition Recovery Services, Sober Living Environment Checklist**
- Appendix J: SFAPD Contract Template**
- Appendix K: Sample COMPAS, Individualized Treatment and Rehabilitation Plan**