

MEMORANDUM

Date: June 4, 2012

To: Community

From: Lauren Bell

Re: Reentry Services RFP – Q&A

1. Is it possible to send a letter of intent and identify the services an agency would like to be considered for without so much paperwork and red tape?

The letter of intent should be short: X organization intends to apply in x reentry services categories. Sincerely, authorized LOI signatory.

2. There are so many requirements for such small grants, that I'm wondering who can serve so many people for such limited funding?

There is only funding in five of the categories. If the ratio is out of line with an organization's proposed best practice, submit a modified budget aligned with your best practices and fully justify the service levels and cost allocation plan.

3. How will APD manage contractors? Will that be done through CASC? Will there be regular meetings? Will programs be assigned a liaison?

Reporting functions will help guide oversight process: Monthly cost reimbursement submission, 3 quarterly and 1 cumulative annual report, and 1 - 2 audit/program progress/challenges conversations per year. The SFAPD will also look at some oversight models from the state and also through our local Controller's office and will likely review and adapt info as needed for our purposes. SFAPD will have contract managers/liaisons for each contract.

Grantees/contracts will work collaboratively with DPOs whether they are located at 850 Bryant Street or at the CASC.

There will be regular grantee meetings.

4. If I did not get a chance to attend the conference yesterday about the Reentry Services request for proposal conference can I still apply?

Yes

5. If we do not participate in the pre-qualify process under this RFP, would we then not be eligible to submit proposals for subsequent funding opportunities from 9/1/12-6/30/17?

Correct. You must participate in this RFP to be pre-qualified thru 6/30/2017. It is unlikely there will be future such competitive processes.

6. Is it a requirement for a site to be identified for each reentry service being proposed?

Not a requirement if you are seeking pre-qualification. SFAPD does expect the vendor to be poised to fully launch services when subsequent funding becomes available/informal bid process is completed. If you are seeking funding, programs must be ready to fully launch proposed services by September 1, 2012.

7. Is it acceptable for bidders to propose the use of assessments in addition to the COMPAS?

The COMPAS will be the risk/needs assessment. The SFAPD expect other secondary assessments that help clarify service delivery, intensity and duration, and which help us track client improvements will be a part of proposals.

8. Will a copy of the completed COMPAS be provided as clients are referred for services?

The ITRP generated from the COMPAS will be shared. The SFAPD may share appropriate levels of COMPAS information and the information sharing may differ contingent on the service types.

9. Intensive Case Management - It is stated that the target population is 50 clients. Does this mean 50 clients total for the initial period of 9/1/12-8/31/13? Or does this mean 50 clients at any given time, as in average daily population? How many clients are expected to be serviced in the 12 month period?

A minimum of 50 clients to be served at any point in time. Annual would be contingent on the proposer's service delivery plan.

10. When individual proposers collaborate to go after a particular sector does each separate proposer need to complete a total list of all factors as well as collaborate with everyone to make the package one unit and indicate who is the lead agency.

You can submit a proposal as a single-entity or as a collaborative. If the proposal is of a collaborative nature, the lead should be specifically stated and role described, the roles of the collaborative partners should also be described as should the streamlined referral and communication system that will link partners together for the benefit of the client, as well as all of the other info in the RFP. This will need to be done within the page limits.

11. The 20 to 30 hours per week of employment, at \$11.00 (city livable wage) does it come out of the grant, or the company who employs them. Example a solar company training clients, who would be considered junior trainees, who would be required to pay the clients with benefits, sick leave, all the regulations that employees come under???

There are many different transitional job models. Ideally, a business or social enterprise can leverage RFP funds to help cover the range of program expenses from wages, benefits, payroll taxes, participant supplies, case managers, etc. However, often times, the business or social enterprise can't leverage any funds and RFP funds need to cover all wages, benefits, program expenses etc. In this scenario the proposal must show how far the available RFP funds can be stretched to provide the service.

If there are expenses associated with the job placement provider, the RFP budget would need to be stretched to include those services as well.

12. Self Sufficiency/Employment Services: Under Budget it states a 'minimum of 50 people per year', is it acceptable to submit a proposal for less than this amount based on our organizations capacity? Say 20 – 30 persons? Same question for other sections: if organization capacity is less than the minimum stated- can we propose a more reduced scaled proposal to fit or we would need to increase staffing or partner to meet the minimum stated.)

The staff to client ratio implied through the total funding allocation was based on conversations with front lines organizations and city departments. If the ratio is out of line with an organization's proposed best practice, submit a budget that is tightly aligned with your best practices and fully justify the service levels and cost allocation plan.

13. Vocational Training: second bullet point regarding established relationships: For 'Other higher education gateways' are unions, apprenticeships acceptable as gateways?

Yes

14. HRC Attachment 2 of the RFP: Section 4.01 Nondiscrimination Provisions: The RFP states that "prior to the award of the contract, the consultant must agree that it does and will not, during the time of the contract or any contract amendment, discriminate in the provision of benefits between its employees with spouses and employees with domestic partners."

15. Does this clause apply only to employees in San Francisco or employees nationwide?

Consult with Amy McConnell at HRC – 415-252-2513

16. Please clarify when proposers must be by city approved vendors and in good standing, enrolled in Paymode X/ACH, and must also become compliant with the 12B Equal Benefits Ordinance – is this at the time of proposal submission for funded services; if only seeking pre-qualification for other services – at time of that RFP due date, or prior to commencement?

Best practice to have it completed by submission, but not technically required until awarding a contract.

17. Page 61: Section A. Non-Binding Letter of Intent - Does the Letter of Intent need to specify which services the vendor plans to submit proposal for or is it sufficient to state the intent to bid, without specifying services?

Please express reasonable interest in the full range of categories. The letters are non-binding so final submissions may be different than what is listed on the LOI.

18. Page 4. (I.A.1) – Will there be future opportunities to pre-qualify for SFAPD funded contracts prior to or during the anticipated period of Sept 1, 2012 – June 30, 2017?

Unlikely.

19. Page 4. (I.A.1) – Does the lack of pre-qualification for this opportunity 100% exclude an Offeror from bidding on future opportunities with SFAPD (either within the anticipated Sept 1,2012 – June 30,2017 or beyond)?

Most likely.

20. Page 7 (Item C) – Can SFAPD please clarify what it would consider to be a “reasonable” amount of time for contract negotiations? Would “reasonable” mean any time prior to September 1, 2012?

Contract negotiations for contracts that will receive funding through this process will take place during August as per the RFPs timeline. Generally speaking, the SFAPD will allot up to 30 days for contract negotiations.

21. Page 7 (Item C) – Is it SFAPD’s intent that the possible contract extensions (4) are also for one-year durations?

Technically, yes. Funding will be contingent on annual availability of funds.

22. Page 8 (Item A) – For the zip codes provided, is it preferred for Offerors to provide facilities or services specifically within those zip code areas?

It is not required. However, it is good practice to have services that are easily accessible by public transportation and conveniently located in neighborhoods with high concentrations of clients to be served.

23. Page 12 (Item B) – Can SFAPD provide an example of what it would consider culturally/linguistically appropriate services and information? Would Offerors be required to provide bilingual (English/Spanish) information and service staff? What other

languages would Offerors need to have bilingual staff for? Does SFAPD anticipate the need for specialized hearing or vision impaired services?

There is not a standardized cultural competence policy. Generally speaking, proposers should understand the range of language, cultural, experiential/criminal justice, learning ability and disability needs of potential clients, and have a policy in place that recognizes the needs, provides capacity where appropriate for clients to be served and outlines a plan for how to address cultural competence needs when existing staff or service capacity can't address the needs – what other local resources can be accessed?

24. Page 14 – Can SFAPD please provide a copy of their standardized Incentives and Sanctions matrix for Offeror review?

This is not yet available for public posting.

25. Page 16 – Regarding an Offeror's Incentives/Rewards/Sanctions matrix, would SFAPD prefer for Offerors to utilize their own Incentives and Sanctions matrix or adopt that of SFAPD?

Proposers are welcome to include an existing incentives/rewards/sanctions matrix in the proposal.

26. Page 23 (Item 6) – “The bottom line is that proposers must articulate a theoretical framework that guides their work.” Does this mean that only one theoretical framework can guide the services for any one proposal response or service offering? Can multiple theoretical frameworks be referenced as a guideline for one service offering?

All applicable frameworks can be referenced.

27. Page 27 (Budget) – Average placements for Civil Rights/Civic Engagement will be six months or less. Can SFAPD provide minimum and maximum community service placement terms for each of the reentry services sought through the RFP?

Placement terms will be contingent on a client's individualized needs and Individualized Treatment and Rehabilitation plan.

28. Page 58 (Item B) – Is it preferred for Offerors to have experience with reentry experience with San Francisco County Jail and/or State Prisons?

Yes.

29. Page 58 (Item B) – Due to the page restrictions, are Offerors allowed to provide a program or license number versus a full-page copy of licensure or certifications?

Licensure or certification attachments will not be applied towards page limits. If there certification is an extremely large document, proposers can provide a program or license number.

30. Page 59 (Item C) – It is required to provide an organizational chart and duty statements/job descriptions for key leadership and front line positions. This information would exceed the 2 page maximum. Will SFAPD allow job descriptions to be excluded from the page count?

Yes.

31. Page 63 (Reader Point Breakdown) – Other than the point values assigned, are the Evaluation Sections weighted in any way? Can SFAPD provide an example of a typical Reader Panel who will be evaluating these proposals (ie: job function at SFAPD)?

Evaluation and selection criteria will be exercised exactly as described. The reader panel will consist of criminal justice, human services, program management and evaluation experts in the public and private sectors.

32. Page 65 (Item 3) – Criteria A-D listed for evaluation differs from that on page 59 (job descriptions). Please clarify if Job Descriptions will be included in the evaluation point total and what their point value will be?

Readers will be instructed to evaluate how well the proposal answers Staff Qualification and Licensure questions, including the below.

- a. (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?**

- b. (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)?**

To the degree that job descriptions help to answer the questions, they will be evaluated. The description itself will not be rated/scored.

33. All Reentry Services: Is the vendor required to have a site at the time of submission?

For prequalifying areas: the SFAPD doesn't expect you to have a site at submission, but expects that vendors will be poised to launch services once funding becomes available/an informal bid process is completed. For funded areas: The SFAPD expects that vendors will be poised to fully launch services by September 1, 2012.

34. The RFP states, "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." Is the CHOW certificate required at the time of the proposal submission or may it be in place at the time of contract award?

Yes.

35. What certifications are required at the time of proposal submission?

Certifications should be provided for those reentry services that require certification as per the RFP or local or state law guidelines.

36. Is the vendor required to have already established relationships already in place with the San Francisco Sheriff's Department, California Department of Corrections and Rehabilitation; as well as local public and non-profit entities at the time of proposal submission or can these relationships be established at the time of the contract award.

SFAPD expects that selected providers will be immediately ready to launch services once a contract is signed.

37. The RFP states that the vendor should have "established partnerships with other entities like the Treasurer's Office/Bank on San Francisco, Consumer Credit Counseling and EARN." Is the vendor required to have these partnerships in place at the time of proposal submission or may they be developed upon contract award?

SFAPD expects that selected providers will demonstrate a readiness to immediately launch services once a contract is signed.

38. If an agency is interested in applying for pre-qualification only for a category that has funds currently available, how do we note this in our proposal?

Please note it in the Executive Summary section, and reinforce the intention in the Budget section.

39. When formulating budget scenarios for pre-qualification, is it safe to approach it with "what it will take" given there no funding parameters?

Correct.

40. Is it correct that each agency will submit:
- 1 copy of the mandatory minimum agency requirements.
 - 1 original and 7 copies of EACH component application.
 - All docs to be saved on a flash drive or CD and submitted.

Correct.

41. What kind of database system/application does APD anticipate for launching COMPAS, or any other electronic reporting systems (e.g. ETO, Salesforce, etc.)?

The SFAPD is researching client/case management systems that will fully integrate with COMPAS.

42. The RFP states that the proposer must have a consistent record of providing services for two years under the component for which funding is sought on page 14. For the Domestic Violence/Healthy Relationships category's prequalification (p. 32), there is no minimum experience stated. Does the two year minimum apply to ALL categories for both funding and prequalification regardless of whether or not it is specifically stated in the details of their individual sections?

Yes. The Mandatory Minimums, Prior Performance Requirements section addresses this and requires a minimum of two years experience. Applicants in the DV section must also be a certified BIP.

43. What is the regency of the 2 year minimum experience to date? There are a number of agencies that have had to close programs due to the recession, the RFP may be an opportunity to continue the important work.

The intention was for the proposer to have two years of applicable experience within the last two years. Given the lack of RFP clarity on this front, proposers that may not have two years experience in the last two years, can explain the service gap, and fully explain a readiness to deliver current, relevant and best practices services to the target population.

44. Under Harm Reduction (p. 14), the RFP states that APD will be using a standardized incentives and sanctions of matrix to respond to individuals' needs. The RFP asks proposers to describe how a matrix will be used (p. 58) – is this referring to APD's matrix, or a custom matrix to be recommended by the proposer? Does the proposer have to offer its own custom matrix for each program component even though APD will be using its own? If this is referring to APD's matrix, can the Department please share a copy with applicants?

The SFAPD’s matrix is not currently available for public posting. Proposers can describe the utility and value of such a matrix within a harm reduction framework, and may reference specific incentive and sanctions associated with a custom matrix.

45. For Prior Performance qualifications, the RFP asks for a table detailing public/private sector contracts (p.15). Agencies may have programs in operation for 2+ years, but has never held a public/private contract because it has been supported by event and individual donations; will this disqualify the program? Or, is this requirement intended for agencies to demonstrate overall that it is fiscally and programmatically responsible?

There is no requirement for public or private contracts. The intention was to use the existence of such contracts to document the existence of two years of experience. In the absence of them, the proposer should provide relevant information that helps to substantiate the two years of experience – descriptions of fund development strategies over the past couple of years or any program evaluations or audits that may have also occurred during the two years will suffice.

46. For ADA (p. 15), what does “professional review” entail? A review by the Mayor’s Department on Disabilities?

Please complete the ADA checklist and fully answer the ADA questions in the Mandatory Minimums section.

47. P. 10 states that sub awardees do not have to provide their minimum qualifications. However, what if the sub awardee (partner) is the entity that satisfies the Prior Performance requirement and the other entity is the lead applicant? In this case, can the applicant use the sub awardees’s qualifications to qualify their application? Or will the sub awardee have to be the lead applicant?

The lead applicant must satisfy the Prior Performance Requirement.

48. What is the minimum years of experience for the Domestic Violence/Healthy Relationships (BIP) component? Does this minimum apply to the BIP certification as well, meaning a program has to have operated for more than 2 years as a BIP certified program, or just as long as the program is BIP certified at the time of application?

Applicants in the DV category should have a minimum of two years of relevant experience + BIP certification. Two years relevant experience immediately prior to BIP certification counts towards the two years minimum requirement with the logic that the entity became BIP certified because of experience.

49. Substance abuse is heavily emphasized in the Women’s Gender Responsive Services; are there any licensing (site or personnel) requirements to apply?

Please refer to the outpatient substance abuse treatment section.

50. Will an applicant have to include all of the bulleted program components (p. 41-42) in its application for Women's Gender Responsive Services?

No. Please exercise professional judgment on what is relevant to your service design.

51. Is \$11.03/hour (based on the City's minimum compensation ordinance) considered "liveable" wage for the Transitional Jobs category? If not, what is the range that SFAPD has in mind?

SFAPD does not have a range in mind. Proposers should use professional judgment to create (or expand) the service model.

52. For Intensive Case Management Services, are providers expected to meet clients at all locations indicated in the first bullet under Primary Responsibilities, which includes local custody, on the streets, in motels, etc...or is it up to the applicant to propose?

No. Please exercise professional judgment on what is relevant to your service design.

53. For Intensive Case Management Services, will transportation vouchers be sufficient in meeting the responsibility to "transport clients to and from key appointments?" If transportation must be accompanied, shall proposer include cost of fleet/vehicle and all of its expenses (insurance, maintenance, etc.) in their budget?

Please exercise professional judgment regarding client needs and strategies that will best help meet their needs. The funding currently available for Intensive Case Management is: \$212,266. Proposers should use the Budget Justification sheet to explain cost allocation plan.

54. Does "clinical case management" only refer to LCSW? Will it suffice to have MSW and MFT licensed staff?

Licensing or access to a licensed professional is preferred. If funding through this RFP won't be used for licensed staff, the SFAPD expects there will be readily available access to licensed staff for as needed consultation and planning.

55. The RFP discusses the use of a secondary assessment tool by the programs as well as job descriptions and to include these in the proposal; Will these pages be counted against the limited number of proposal narrative pages or will this be additional pages? Can these be inserted as appendices in the proposal? Likewise, can you clarify if the Table of Contents will be an additional page in the proposal or counted against the limited number stated in the proposal?

Neither secondary assessments nor table of contents will be counted against the page limit.

56. The RFP requires a logic model, can you clarify where this should be placed? In the narrative or as an appendix? If is to be included in the narrative, will this be confusing to the department staff and reviewers as it is an additional page not counted against the limit but will be embedded in the narrative? For example, if included in the narrative, the table of contents will list the proposal narrative from page 1 through 17, clearly over the 16 page limit as noted by the RFP.

The logic model should be placed at the end of the “Project Overview” section. It does not count towards page limits.

57. Does APD have any direction regarding average length of treatment episode for outpatient treatment and intensive case management programs? This will be important for budget development.

Please use best practices and professional judgment when describing average length in service delivery plan. For Intensive Case Management, we expect there will be capacity for 50 clients at any time with the annual total contingent on attrition rates. For Outpatient, please also use best practices and professional judgment when describing average length of service and budget for 100 clients per year.

58. Can Substance Abuse Treatment staff be certified by entities other than CAADAC—there are a variety of other certifying entities approved by the California Department of Drug and Alcohol Programs.

Yes. As long as the certification is generally accepted within industry standards.

59. Has APD identified minimum or maximum lengths of stay for the Sober Living Environment/ Transitional Housing?

SFAPD seeks a minimum of 15 beds annually. Actual lengths of stay are contingent on service design and program needs.

60. It seems that the Sober Living Environment/Transitional Housing category does not fit the template developed for the program narrative. Since the SLE is housing and not a treatment service how should the proposer proceed in developing a narrative? For instance, describing secondary assessments, the individual’s temperament, learning style, motivation, a theoretical framework, curriculum, etc, all do not seem to apply to the SLE modality. Does the Department have suggestions for how to frame a housing proposal around guidelines that are targeted for treatment services?

If secondary assessments are not appropriate, proposers can describe what protocols will be used to determine temperament, learning style and motivation.

The proposer should describe the role of the house manager or support staff and the appropriate engagement strategies and best practices that will be used to motivate clients and help them succeed. Generally speaking proposers will need to adequately respond to the questions in the Proposal Selection Criteria to be competitive in this process.

61. The standard performance measures described on page 54 of the RFP also do not seem to fit the scope of SLE/Transitional Housing category, as that category is simply housing without treatment services. Will there be alternate required performance measures for SLE contractors?

Proposers in the SLE category should respond to the 2nd standard outcome:

- o 50% of referred clients will successfully complete their personal reentry service objective.

and should also propose any additional performance measures that are relevant to the service.

62. In the Staff Qualifications and Licensure section, duty statements are required for key leadership and frontline staff. Are these duty statements to be counted in the 2 page limit for this section?

No.

63. How should a bidder indicate LBE participation, to pass the HRC review, if there is no dollar amount associated with a service category? It may be difficult to engage LBEs in an agreement if there is no specific funding or contract timeline available.

The SFAPD has posed this question to the HRC and is awaiting an answer.

64. Regarding electronic (CD-ROM or flash drive) submission of proposals, is it acceptable to put multiple proposals on the same CD or flash drive, or do you want each proposal on its own CD/flash drive?

Multiple proposals can be on one flash drive – please separate proposals with folders. If possible, to avoid document confusion on a CD, please use multiple CDs for multiple proposals. If this isn’t possible, please clearly name each file extension on the CD so it is crystal clear which documents are associated with which proposal.

65. Page 16 of the RFP, regarding the Minimum Agency Requirements, H. Commitment to Best and Evidence Based Practices, the second-to-last bullet point asks “What strategies or approaches will the program use to identify and engage medium to high risk offenders?” However, page 21, in the paragraph below the bullet list, says, “... 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.” If SFAPD will identify and refer the participants, does the Department expect the proposer to describe additional strategies for identifying (additional) participants?

Please describe the strategies that will be used to engage medium to high risk clients.

66. In various service category descriptions, under the Primary Responsibilities header, the RFP says “Services may be provided in jail or in the community.” Will the service location be determined by SFAPD during contract negotiations, or by the proposer in their program design proposal, or should the proposer understand the sentence to mean that services will be provided in either jail or the community, based on circumstances, and the design should be flexible to accommodate both?

Proposers have an option to describe service provision in the community or in County Jail (the SFAPD does not have a large volume of clients at San Quentin). The Sheriff’s Department is aware that the SFAPD is soliciting proposals for in county jail services, and we will work together collaboratively to ramp up as selected/appropriate services in County Jail.

67. Are there any required or preferred client to staff ratios for any service categories (other than Gender Responsive Outpatient Services, where some of the sub-category services have specified ratios)?

Where a ratio is not suggested, please exercise professional judgment to determine appropriate ratio, staff needs and budget implications.

68. Outpatient Substance Abuse Treatment includes, under Primary Responsibilities, “Provide case management, and detoxification services.” Does this mean that SFAPD funds for outpatient substance abuse treatment will pay for detoxification services (which are typically delivered in a residential setting) as part of this service category, or does this mean that the OP services should refer clients who need detoxification services to a program that provides them?

When funds become available, the SFAPD will allow funds to be used for detoxification services as appropriate. If such services are not logical for the proposed service design, there is no requirement to include them in the design or budget.

69. Is the Sober Living Environment/Transitional Housing provider required to provide meals/food to residents, or do the SFAPD funds pay solely for housing, and residents are expected to procure their own food and meals?

Ideally the client will have housing and food available as part of the cost per person. However, the SFAPD understands that costs per person will vary.

70. For service categories such as Sober Living Environment, which is housing without services, and Intensive Case Management, which is largely community-based

work that doesn't necessarily involve a significant program facility, there are no clear ways to meet the LBE requirements, given the range of LBE services available, unless a proposer invents a creative way to add work (and add costs) to the contract. This is an inefficient and wasteful way to operate a contract. For instance, to pay an LBE for accounting or payroll services that are solely dedicated to one program within an agency's overall scope dramatically reduces the agency's efficiency, especially if the new program could be added to the existing accounting/payroll processes without adding any staff FTE. Other City/County departments have obtained LBE waivers for their contracts where this requirement would add a similar inefficiency/cost burden (in those cases, LBE participation is encouraged and promises the same rating bonus/discount, but it is not required). Has SFAPD pursued such a waiver? It would seem that inventing work for LBEs to do, simply to fulfill a requirement, will divert limited Probation funds away from client services and will reduce the effectiveness of the Reentry initiative.

The SFAPD has posed this question to the HRC and is awaiting an answer.

71. Does the Department anticipate a need for a service language other than English? The demographics chart on page 9 of the RFP says between 13% and 17% of the population is Hispanic, but there no mention of linguistic capability within that population (other minority populations are much smaller, so that would seem to be the only subpopulation that might present a significant bilingual capacity need).

Please refer to the cultural competency section of the RFP.

72. What is the expected overall static caseload for Intensive Case Management services?

The allocation amount is based on an expectation of at least 50 clients to be served at any point in time. Annual would be contingent on the proposer's service delivery plan. However, proposers should exercise professional judgment to determine a strong service design.

73. In re: Restorative Justice category - while we will do our best to respond to the specific guidelines in the RFP, the issues of direct service to 100 probationers and the requirement for drop-in participation are somewhat problematic in terms of our intensive curriculum and best practice in the field.

If 100 clients does not comport with a best practice, proposers should describe best and evidence practices and construct a service delivery framework that justifies the number of clients to be served and the length of their participation.

74. Based on our experience with CDCR, when delivering pre-release service in a jail setting, we would expect to do a secondary assessment for readiness factors only. Does this seem reasonable in terms of Sheriff's and SFAPD policies for prisoners? If more detailed assessments are possible or required, can we discuss standing policies with appropriate Probation staff prior to submission?

The SFAPD expects that services will be provided in County Jail. Please describe how the readiness assessment is a best practice in the proposed framework.

75. Given that high dosage is a key principle for high risk offenders, the numbers expected to be served in the reentry service category of restorative justice are questionable. 1) Are we able to modify the number of clients served to include all those that are assessed for readiness and 2) are we able to include in the total number served, those staff we might train?

Please exercise professional judgment to describe service design, volume of clients and staff training.

76. Will we be required or have the potential to contract with the new CASC to access meeting space for working with a group of clients?

Yes.

77. Will the new CASC be considered an LBE?

The selected primary operator of the CASC is an LBE.

78. Are there known existing LBEs that are cleared to provide service in jails?

Please consult with the HRC for more information on approved LBEs.

79. For the standard performance measure #2 (p. 54), is it 50% of 100% referred by APD, or 50% of the 85% who were successfully matched with reentry services from performance measure #1?

50% of the 85% who are successfully matched.

80. For standard performance #2, is the personal reentry service objective pre-determined by SF APD using COMPAS and ITRP before the client is referred, or is it determined by the service provider using its proposed secondary assessment?

Each client may have a distinct amount of time and intensity in the program. The hope is that 50% of referred clients will be matched with services that make sense for their motivation, learning style etc., and that 50% will meet the length of time and service intensity objectives of the reentry services being provided.

81. Is the ITRP completed by SF APD using COMPAS results, and will this information be shared with service providers?

Yes. The SFAPD is rolling out sharing ITRP information with providers.

82. How many personal service objectives should each client have, at a minimum?

Please describe the outcomes you think best capture client and program successes.

83. Can you provide an example of a personal reentry service objective?

Please refer to the performance measures section of the proposal.

84. How many performance measures (in addition to the two that are required), service outcome goals, and outcome goals should each component have at a minimum?

Please describe the outcomes you think best capture client and program successes.

85. I have a question about the Batterer's Intervention Program Section of the RFP. We have been running the program for over two years now but it was not certified by SF Adult Probation till recently would the years of experience prior to receiving certification count as experience and thus allow us to submit a proposal?

Yes. The Mandatory Minimums, Prior Performance Requirements section addresses this and requires a minimum of two years experience. Applicants in the DV section must also be a certified BIP.

86. In order to give some sense of what collaborative efforts with SFAPD might look like, can a general picture of probation supervision caseload levels for the various populations of interest be provided?

Striving towards 50:1 for most supervision caseloads and 20:1 for high risk and specialized case loads.

87. None of the 20 services which SFAPD plans to provide directly addresses general criminality, even though the research is clear that properly designed correctional programming can effectively address this issue. Instead, the services of interest to SFAPD all appear to target particular subpopulations and somewhat narrow criminogenic need areas. While it is true that the legislative Realignment language follows that same pattern, is there some reason that "general criminality" and the reduction of general criminal recidivism in the probation population through cognitive behavioral programming such as Thinking For a Change (T4C) has not been included by SFAPD as a target service area?

The SFAPD will provide Thinking for a Change for clients at 850 Bryant Street and at the CASC which we are looking towards launching in the Fall. The SFAPD is integrating evidence based practices into supervision practices, through the Community Assessment and Services and through working with entities selected through this process.

88. The RFP does not offer much clarity about the desired intensity and duration of intervention services. It is stated that: “Programs should be delivered at the highest reasonable level of intensity.” On the other hand, there is an indication of an expectation that offenders will be involved in programming “40% to 70%” of their time. Taking one example, community-based sex offender treatment programming – according to the Safer Society national survey – is usually delivered in a dose of between one and two 90-minute groups per week plus, at times, an individual session and some “homework” assignments. How does SFAPD suggest that the 40%-70% goal could be met for this group and for similar populations?

The SFAPD requests that entities use professional judgment to determine intensity, duration and dosage. The best practice is that high risk individuals be in “total programming and doing pro social activities 40-70 percent of the time, not in one reentry service for that dosage.

89. It is clear that SFAPD is eager to begin providing some of these services with funding currently available. Therefore it makes sense that there should be some urgency with regard to soliciting Proposals and making awards so that the funded projects can begin as soon as possible. However, given the variety and scope of the proposals being required from vendors, is it possible to stagger the deadline and allow more time for completion of those proposals that will not be funded immediately. In particular, smaller agencies who are interested in submitting more than one proposal will be really pressed to have enough time to prepare and write multiple proposals before the current deadline. Can the deadline be extended for the non-funded areas?

The SFAPD will not extend the deadline for any of the services categories.

90. In the “Agency Requirements” section of the RFP the following statements are made:

“In addition to 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.”

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

91. Is it safe to assume that the specific requirements for each section of the Narrative will guide the writer to know where each of the “principles” is to be addressed or can there some other system which provides such guidance be made available? How is a proposal writer to avoid redundancy yet make it clear that all of the requirements have been addressed?

Please review the evaluation and selection criteria closely and at a minimum ensure that answers respond to those questions.

92. It is very challenging to find qualified staff to provide some of the requested services. In addition to all of the other competency requirements, it can be nearly impossible to find staff that are competent to provide services in a second language. What are the expectations of the RFP with regard to providing services in a language other than English?

SFAPD will rely on proposers to determine outreach strategies for hiring staff that meet the language and culturally competency needs of clients. There is no expectation that a staff person will be multi-lingual or cultural, but that the organization describe, most likely in the cultural competency section of the proposal, how language needs of clients will be addressed.

93. What constitutes a “key collaborative partner”? Would a subcontractor brought in to perform a very specific service or function be considered a key collaborative partner? One example might be a polygraph examiner.

Yes.

94. Should letters of reference be sent directly by their authors or are they to be included in the proposal itself? If they are to be sent separately, can they be emailed or should they be sent as paper documents.

Letters should be included as attachments to the Mandatory Minimums section. Please be sure they are recent and signed.

95. If any changes are made and revised additions of the RFP published, would SFAPD please specifically indicate what the changes are rather than simply publishing a new version and making proposal writers play Where’s Waldo with respect to what has been changed?

Yes. The previous RFP updates included extensive formatting adjustments, updates to the funding allocation section, minor edits to the Commitment to Evidence Based and Best Practices, COMPAS, Sex Offender and Domestic Violence sections, and extensive edits to the Women’s Gender Responsive section. Going forward a more formal addendum will be supplied.

96. It is important to accommodate probationers with disabilities or special language needs. The RFP states: “Proposed budgets should anticipate the costs of auxiliary aids and services, such as Real Time Captioning or ASL interpretation.” (Budget Section) On the other hand, how is it possible to estimate the costs of such accommodations without knowing what the needs will be and how many disabled clients will require special arrangements of one kind or another? How is a provider expected to estimate the costs for such budget items in the absence of such important information? Could SFAPD develop a system under which such extraordinary needs are reimbursed separately out of a special fund?

At the very least, proposers should be sure to adequately respond to the mandatory minimums section related to access and to fill out the check list regarding disability. Proposers should also include a line item in the budget for Access expenses. The SFAPD and MOD will continue to explore necessary accessibility expenses and how to ensure that tools, aids and technology are available to clients.

97. Some probationers are mandated to participate in treatment, such as Domestic Violence perpetrators or sex offenders. Is it fair to assume that anyone referred for services will be expected to participate according to the conditions of their probation? If not all, then which of the other 18 services could expect to see mandated referrals? What types of sanctions will SFAPD utilize to support the expectations?

Clients that are mandated pursuant to participate in a reentry service will be held that participation requirement by the SFAPD. Service providers will be required to encourage client participation, help hold them accountable to completion and to share progress, challenges and completion information with SFAPD – releases of Information will obviously be required.

In other circumstances, a client’s participation in a program will be required in that it is a part of his/her ITRP. However, since the client isn’t required pursuant to a penal code statute, the SFAPD and service provider must exercise a different kind of leverage to hold the person accountable and to encourage him/her to complete.

The SFAPD hopes to make its Incentives and Sanctions matrix public very soon. .

98. Will SFAPD re-administer the COMPAS and will the ITRP be updated over the course of an individual’s period of probation?

Yes

99. How long does San Francisco Human Rights Commission Certification take? Will there be some provision in the SFAPD process for the fact that the timetable for such Certification is largely out of the proposer’s control.

Refer to HRC information on the APD website

100. In the Organizational Qualifications of the RFP, the section that refers to a “collaborative partnership” seems to require a written response in the Proposal yet there are no “Points” assigned for this section of the Proposal. Please clarify.

There is no requirement for a collaborative partnership. It is neither encouraged nor discouraged. Entities should describe a service design and delivery plan that has the greatest potential to help clients build the respective reentry service skill or knowledge.

101. Similarly, in the Staff Qualifications section, the item that requires a response to: “Provide duty statements/job descriptions for key leadership and front lines positions associated with the implementation of the reentry service” does not have any “Points” associated with it. Please clarify.

That is correct – there are no points associated with the job descriptions. The SFAPD would like to review the job descriptions of individuals associated with the reentry service.

102. The requirement for an Organizational Chart in the “Staff Qualifications and Licensure” section is likely to take up a full page. Must it be counted against the 2 page limit for this section?

The org chart does not count against the page limit.

103. In the sex offender treatment RFP there is a lack of clarity regarding polygraph examiners. In the description of services, in several places, the RFP refers to treatment providers “...and polygraph examiners...” while elsewhere the wording is “...or polygraph examiners...” Please clarify whether polygraph examiners are expected to submit separate proposals or they are to be employed by or subcontracted to the primary vendor – who is, presumably, the treatment provider.

Entities can submit a collaborative proposal that includes treatment providers and polygraph examiners, a proposal that is focused solely on provision of treatment, or a proposal that is focused solely on providing polygraph tests.

104. Are the PC290 sex offenders who will be referred to the program on county probation or are some of them expected to be on Post Release Community Supervision (PRCS) status? How many of the 140 would be PRCS? PRCS are limited to a maximum of 12 months of probation supervision – ordinarily not sufficient time to complete a sex offender treatment program. Is there a proposed solution to this seeming contradiction?

The law does not apply to PRCS at the present moment. The Attorney General's office is currently working on clean up legislation to address this issue.

105. Due, some believe, to slippage in the Penal Code language, polygraph examiners are not actually expected to be and so will not actually be “certified” by CASOMB. They must only meet the “standards” set by CASOMB. Please adjust the language of the RFP to reflect this reality.

Polygraph examiners should meet the standards of CASOMB and be certified by the American Polygraph Association.

106. Are sex offenders who remain with San Francisco County on probation likely to have three year terms of probation or five year terms?

Although there are a handful of 5 year terms on probation, the majority of our probationers are on for 3 years.

107. FP is not very specific with regard to the intensity and duration of the desired services. Nor is there information provided about the allocation of funding to each of the 16 future services. There is a wide range of options regarding what levels of programming are desired and realistic, even among services which follow the required principles. It is not clear to providers whether “Cadillac” services are desired with the understanding that the savings to the criminal justice system and the community resulting from reentry success and lowered recidivism would more than justify the level of intensity – or whether there are, as is usually the case, significant restraints on what is possible so that a “used Yugo” level of service is what will be expected. The lack of specificity makes it very hard to project realistic budgets. Can SFAPD provide additional clarification to avoid wasted effort and unrealistic expectations?

Entities should use professional judgment to create a realistic budget for delivering high quality services to medium to high risk clients under supervision. There is no standard cost per client allocation for each reentry service. Some organizations cost per client will be higher for any variety of reasons. It is important however, to remember that readers will be looking at budgets, comparing the expenses to the scope of work description and assigning points to the budget contingent on how well it reflects the service description and staffing.

108. The actual costs of operating a program depend, to a considerable extent, on economies of scale. While it may be convenient to calculate a budget based upon a population of “100,” if the actual number of referrals are not in that same range, the budget considerations and calculations will be considerably off target. Is there some assurance that the actual numbers referred to any given type of service will be at least 100? If not, how can accurate budgets be calculated?

Please provide a budget based on how much it will cost to serve 100 people. If there are economies of scale, entities are welcome (not required) to include an “In-Kind” column to demonstrate the leverage.

109. The security and stability of funding for the services to be delivered under this RFP process is of concern to potential bidders as well as to all other involved parties, not least SFAPD. What will be the sources of funding under which the 16 yet-to-be-funded service categories would be funded?

The SFAPD will pursue local, state and federal funds.

110. Four of the 20 services are funded for the coming year. Of the remaining 16, what is the priority for funding, should funds become available? In other words, despite the best efforts of SFAPD, what are the chances that the considerable effort and cost for preparing a Proposal for any particular services will come to naught because funds are not available? Which services would be funded first and which last?

In most cases, the SFAPD will pursue/acquire funds for specific services, so a priority decision making process isn't necessary.

111. Following Realignment, will the state develop a new formula for allocating AB678 incentive rewards and, if so, will that affect the funding for the services to be delivered under this RFP?

Unknown.

Will the anticipated increase in Realignment funding in the second year of Realignment allow for the funding of the additional services under this RFP?

If there is an increase in realignment funding, there will be a continued commitment to using funds for reentry service.

112. Will there be an adjusted formula for allocating Realignment funds to the counties after the first two year rollout of Realignment? If so, is San Francisco likely to receive increased funding as a result? And would any of that funding be directed toward reentry programming?

If there is an increase in realignment funding, there will be a continued commitment to using funds for reentry service.

113. Expand on principle 6, "Engaging Ongoing Support in Natural Communities."

This principle speaks to the need for community based support.

114. Are you ok with adaptation of EBPs or do you want us to stick to these 8?

The RFP presents EBP guidelines and what we want to see in each proposal is how your organization is going to incorporate them into service delivery and regular practices.

115. Can you provide examples of positive rewards APD is currently implementing?

Learning center. APD is currently working on a menu of rewards, for example certificates, and tokens. Example: When clients complete a milestone (GED for example) we can take their case to the court for reconsideration.

116. Expand on principle 7, “Measure Relevant Processes and Practices.”

Look at the goals and measure what things can showcase client and program successes, which process measures bring the client close to meeting the goal. Also, we must look at what is my program doing to support this person meet his/her goals. Example: how many people get job interviews, and how many people secured job and how many people kept their jobs after 3, 6, 9 months and so on.

117. What happens to a person once criminogenic needs are met?

The individual treatment plan will lay out what the needs of the person are. APD-DPO will work with the clients in strategizing what need should be addressed first and if several can be addressed at the same time or one by one. Providers will support in the process by providing the service needed. The individual treatment plan helps in that once a need is addressed; you can see what else is needed. In some cases, there may not be any other need; maybe the client doesn't need to be in supervision. The client is “stable” as reassessed by COMPAS or the same tool that provided the initial assessment. Secondary assessments are recommended in the proposal.

118. Does COMPAS have the interface for some reassessments?

Yes

119. What are the hours of operation of the CASC?

Potentially starting on September 1, 2012. The proposed hours of operation are 8am to 8pm depending on budget and so on.

120. Are the theories of treatment described in the RFP, the only theory of treatment?

No, there are several more, these are just examples.

121. Is there going to be a place in the system for psychological assessment, learning disability assessment?

We don't have that incorporated. But since it's so very important and research shows that we would be interested in getting proposals for that within the services listed in the RFP.

122. Is it acceptable to submit different proposals?

Yes. The models should be explained for each proposal. There may be some share elements, but each application should focus on the service you're applying for.

123. Is the NPE (Non-Profit Enterprise) the same thing as LBE?

Please contact HRC for further clarification on this question.

124. How does the require LBE work if you want to apply to provide several services.

Please contact HRC for further clarification on this question.

125. If you have to subcontract to another LBE. Who is the key partner then?

Key partner is not related to LBE but more to who is going to support you in providing your services. They don't need to be a core services.

126. How do you calculate the sub consultant percentage for the qualifying list?

Please refer to the posted HRC paperwork or consult with HRC.

127. Are you going to pre-qualify more than one provider?

Yes. Proposals that earn a minimum of 70 points will be pre-qualified.

128. Are non-profit organizations required to get the LBE/NPE?

Please refer to the HRC paperwork posted on the APD website or consult with HRC.

Is there a general window of how long does it take to get the certification.

Please refer to the posted HRC paperwork.

129. Is APD expecting that everybody checks the MOD list yes on everything?

Please complete the checklist honestly and accurately. We want to see what accommodations organizations are making to serve the population. If you have to check no on any of the items, the reader will look for what other things or measures have taken to meet the requirement or to provide the services for this population.

130. When subsequent funds become available prompting an informal bid process, will a proposal solicitation invitation go out to everybody who meets the qualification?

Yes

131. Would the top agencies have some priority or preferential points?

Highest scores could be factored into final decisions during an informal bid process.

132. Are you expecting fidelity between the services pre qualified or funded through this Reentry Services RFP process and any subsequent informal bid processes?

Yes.

133. Please further describe responsivity when it comes to the women's gender responsive services?

Proposers should consider the special environmental, safety and other factors a woman may need to succeed and exit the criminal justice system.

134. The RFP indicates that the department seeks to qualify one provider for this service, for other services it says that at least one provider will be qualified? Why is that?

All entities that achieve a score of at least 70 points will be pre-qualified in each category.

135. How much of the Transitional Jobs budget should be dedicated to wages?

As close as possible to 100%

136. What other auxiliary services can be allocated within the employment? For example housing?

SFAPD will leverage other existing housing resources. Please focus transitional jobs funds on wages as much as possible.

137. Can transitional jobs funds be used for barrier removal?

The intent is to expand transitional job slots. Some funds could be used for barrier removal, but the focus is on job slots.

138. Do you have goals on how long do you want to transitional employment to last? And how about post subsidize employment?

Proposers should use professional judgment to determine length of stay in program. The SFAPD hopes that proposals describe what resources will be leveraged to help

individuals that are successful in transitional employment to enter the unsubsidized labor market.

139. Does supporting individuals in getting into a union and getting the job qualify for this allocation?

As long as the service includes transitional jobs for clients.

140. Would the jobs be on a contract basis or would they be more like job now program?

There are several transitional job models. Please use professional expertise to describe the transitional jobs model.

141. Are agencies going to have the same requirements as job now?

There are several transitional job models. Please use professional expertise to describe the transitional jobs model.

142. Can we blend these Reentry Services funds with general fund money?

It isn't required, but proposers are free to describe what other funding sources may be available to leverage the services proposed through this RFP.

143. For the population who will be refer to transitional job, would APD work with them to offer housing services.

Yes

144. For the employment section. You explained that agencies can apply for different services vocational training, skills, etc, but the only thing that would be funded is transitional jobs, actual slots. Is that correct?

The SFAPD will strive to achieve as many new transitional job slots as possible through this RFP.

145. What do you mean by x% participants will be matched with reentry services?

Proposers should consider what secondary assessment or other protocols will be used to further determine service need, duration and intensity. Additionally, proposers should describe what protocols will be used to address a client's motivation and learning styles, Reentry services "match" documentation could include the following elements: "As per SFAPD ITRP, Ms. Allen has been referred for "x reentry service." The secondary assessment (or other established protocol) suggests the following about Ms. Allen's service need (highlight results). During the intake process, Ms. Allen revealed that she is motivated by the positive

reinforcement of others and that she has a tactile learning style – meaning she needs very interactive lesson plans to succeed. As a result staff will meet weekly one on one with Ms. Allen for a brief check-in on her progress and successes; and will ensure that there is some degree of interactivity in the reentry services in which she is engaged. “

146. Would APD share the COMPAS assessment with the agency an individual is referred to?

We haven't done so yet. SFAPD isn't opposed to it. In the meantime, the Individualized Treatment and Rehabilitation Plan.

147. How would agencies measure what percent of the participants were matched?

Please make sure there is “matching documentation” in the client file. APD will do annual visits and will review files, and inquire about the process you went through to determine what % of clients were matched.

148. Does it matter if the match was successful? I.e that the person completed the service?

Not for the performance measure. But it will in the outcome measures.

149. When would the department share the ITRP?

The process is being worked out right now. They will be shared at the moment of the referral.

150. For intensive case management, I understand you refer the clients to DPH. Do you expect agencies applying for ICM services to use the same performance goals DPH uses?

It wasn't the intent. There is not an expectation but if there is strong alignment with the way SFAPD is requesting performance measures information, ICM proposers can consider putting the same goals.

151. Are we expected to use the same data base you are using? COMPAS for example?

The vision is that providers enter information directly into SFAPD system. However, this will not be an immediate expectation as the SFAPD has not yet selected a final client/case management system. The SFAPD will work individually with grantees on these issues in the meantime.

152. Would agencies be able to export information.

We don't know that that would be a possibility, but there will most likely be an opportunity for exporting information.

153. Non bidding letter of intent - do you want us to identify what services we will be applying for?

Yes.

154. For the appendices K through something, can they be available other than pdf?

They are available.

155. Is a flash drive acceptable instead of a CD for the soft copy.

Yes

156. HRC. There is a discrepancy between the ceilings of the LBA and NPE?

Please submit this question directly to Lauren Bell. SFAPD will follow up with HRC.

157. Is this a cost reimbursement contract?

SFAPD will request that grantees submit actual expenses each month.

158. The budget should be based on the number of described clients? How is does that work for the qualification process since you are asking that we give examples of a budget for a 100 clients and some agencies may not have that capacity.

Yes. If the described client capacity does not mirror the proposers best practice, please describe a service delivery model, the best practices and the service volume that is aligned with the proposer's best practice. Use the budget justification to further explain lower service volume and quality of service, etc.

159. How about the intensity of the intervention?

The main point is to keep clients busy at an appropriate level so they are engaged in the service and occupying their time doing pro-social instead of criminal activities. It is up to the service provider through secondary assessments or other engagement strategies to work with the client to determine service intensity.

160. What about if we don't receive enough referrals? And we then overstaffed and over budgeted?

The SFAPD and selected contractors will inevitably need to trouble shoot issues that may impact a streamlined referral protocols. Providers should submit a monthly reimbursement invoice that reflects actual costs for the month.

161. Is there any expectation about the location for the services?

All around the city.

162. In regards to the pre-qualifications for the Domestic Violence Preventions, one of the Preferred Qualifications is knowledge of the NIC, Principles of Effective Intervention and the Six Gender Responsive Strategies for Women Offenders. Does the proposed Domestic Violence Prevention submission need to take into account serving women DV clients of the APD? Or can it be gender specific.

DV services should be gender specific.