**COUNTY OF ALAMEDA**

REQUEST FOR PROPOSAL No. 902223

**for**

AB 109 Direct Services: Coordinated Reentry Services Program

|  |
| --- |
| **For complete information regarding this project, see** **Request for Proposal (RFP) posted at** [**Alameda County Current Contracting Opportunities**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/) **[**[**https://gsa.acgov.org/do-business-with-us/contracting-opportunities/**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/)**] or contact the County representative listed below.**  **Thank you for your interest!**  **Contact Person: Atiq Ahmadi**  **Phone Number: (510) 268-7134**  **Email Address:** [**atahmadi@acgov.org**](mailto:atahmadi@acgov.org)  **Alameda County Probation Department** |

**RESPONSE DUE**

by

**2:00 p.m.**

on

**November 16, 2023**

through

**Alameda County Probation Department**

[**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org/)

<https://ezsourcing.acgov.org/>

Description: Description: Description: branding.jpgAlameda County is committed to reducing environmental impacts across our entire supply chain. Please print only what you need, print double-sided, and use recycled-content paper if printing this document.

# CALENDAR OF EVENTS

REQUEST FOR PROPOSAL No. 902223

AB 109 Direct Services: Coordinated Reentry Services Program

|  |  |
| --- | --- |
| **EVENT** | **DATE/LOCATION** |
| **Request Issued** | **October 2, 2023** |
| **Networking/Bidders Conference No. 1** | **Tuesday, October 10, 2023 @ 10:00 a.m.**  [Click here to join the meeting](https://teams.microsoft.com/l/meetup-join/19%3ameeting_ODVhODI3MDMtYTMzMi00ODU3LThlODEtYzg2ZGJjOWFkNjk3%40thread.v2/0?context=%7b%22Tid%22%3a%2232fdff2c-f86e-4ba3-a47d-6a44a7f45a64%22%2c%22Oid%22%3a%22dd047539-5dae-44d1-8971-9e99d0fe5e39%22%7d)  **Meeting ID: 242 167 927 522**  **Or call in (audio only)**  [**+1 415-915-3950,,527764846#**](tel:+14159153950,,527764846# ) **United States, San Francisco**  **Phone Conference ID: 527 764 846#** |
| **Networking/Bidders Conference No. 2** | **Wednesday, October 11, 2023 @ 10:00 a.m.**  [Click here to join the meeting](https://teams.microsoft.com/l/meetup-join/19%3ameeting_NGIwZWVlZmYtMmE0MS00NWYwLTk1NGMtOTI2MDBlYmI1Njcz%40thread.v2/0?context=%7b%22Tid%22%3a%2232fdff2c-f86e-4ba3-a47d-6a44a7f45a64%22%2c%22Oid%22%3a%22dd047539-5dae-44d1-8971-9e99d0fe5e39%22%7d)  Meeting ID: 228 631 804 867  **Or call in (audio only)**  [**+1 415-915-3950,,959370765#**](tel:+14159153950,,959370765# ) **United States, San Francisco**  **Phone Conference ID: 959 370 765#** |
| **Written Questions Due via Email:**  [**atahmadi@acgov.org**](mailto:atahmadi@acgov.org) | **Tuesday, October 11, 2023 by 5:00 p.m.** |
| **List of Attendees** | **Thursday, October 13, 2023** |
| **Questions &Answers Issued** | **Wednesday, October 25, 2023** |
| **Addendum Issued** [only if necessary to amend RFP] | **Wednesday, October 25, 2023** |
| **Response Due and Submitted through** [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org/) | **Thursday, November 16, 2023** |
| **Evaluation Period** | **November 16, 2023 – December 20, 2023** |
| **Optional Vendor Interviews** | **Week of December 11, 2023** |
| **Notice of Intent to Award Issued** | **December 21, 2023** |
| **Board Consideration Award Date** | **Tuesday, February 27, 2024** |
| **Contract Start Date** | **April 1, 2024** |

***NOTE: All dates are tentative and subject to change.***

COUNTY OF ALAMEDA

REQUEST FOR PROPOSAL No. 902223

SPECIFICATIONS, TERMS & CONDITIONS

for

AB 109 Direct Services: Coordinated Reentry Services Program

**TABLE OF CONTENTS**

**Page**

[CALENDAR OF EVENTS 2](#_Toc146895901)

[I. GLOSSARY OF TERMS 5](#_Toc146895902)

[III. STATEMENT OF WORK 11](#_Toc146895903)

[A. INTENT 11](#_Toc146895904)

[B. BACKGROUND 14](#_Toc146895905)

[C. BIDDER QUALIFICATIONS 15](#_Toc146895906)

[D. SCOPE 16](#_Toc146895907)

[E. GENERAL REQUIREMENTS: CULTURE, VALUES & GUIDING PRINCIPLES 19](#_Toc146895908)

[F. SPECIFIC PROGRAM REQUIREMENTS 24](#_Toc146895909)

[G. OUTREACH AND ENGAGEMENT REQUIREMENTS 35](#_Toc146895910)

[H. ADMINISTRATIVE REQUIREMENTS 37](#_Toc146895911)

[I. STAFFING REQUIREMENTS 39](#_Toc146895912)

[J. PERFORMANCE MEASURES 42](#_Toc146895913)

[K. REPORTING REQUIREMENTS 48](#_Toc146895914)

[L. QUALITY ASSURANCE & EVALUATION REQUIREMENTS 52](#_Toc146895915)

[M. BIDDERS CONFERENCE(S) 56](#_Toc146895916)

[IV. COUNTY PROCEDURES, TERMS, AND CONDITIONS 57](#_Toc146895917)

[N. EVALUATION CRITERIA / SELECTION COMMITTEE 57](#_Toc146895918)

[O. CONTRACT EVALUATION AND ASSESSMENT 64](#_Toc146895919)

[P. NOTICE OF INTENT TO AWARD 64](#_Toc146895920)

[Q. Bid Protest / Appeals Process 65](#_Toc146895921)

[R. TERM / TERMINATION / RENEWAL 67](#_Toc146895922)

[S. QUANTITIES 68](#_Toc146895923)

[T. PRICING 68](#_Toc146895924)

[U. AWARD 68](#_Toc146895925)

[V. METHOD OF ORDERING 71](#_Toc146895926)

[W. INVOICING 71](#_Toc146895927)

[X. ACCOUNT MANAGER / SUPPORT STAFF 72](#_Toc146895928)

[V. INSTRUCTIONS TO BIDDERS 72](#_Toc146895929)

[Y. COUNTY CONTACTS 72](#_Toc146895930)

[Z. SUBMITTAL OF PROPOSALS 73](#_Toc146895931)

ATTACHMENTS

EXHIBIT A

BID RESPONSE PACKET

EXHIBIT B – CONTRACTS PROGRAMS SERVICES AVAILABLE FOR AB 109 ELIGIBLE ADULTS

# 

# GLOSSARY OF TERMS

When words in this RFP are capitalized, the term used will have the meaning ascribed by this Glossary of Terms, unless the context clearly requires otherwise.

| **TERM** | DEFINITION |
| --- | --- |
| ACPD | Alameda County Probation Department |
| **Appropriate/Appropriately** | Appropriate refers to what is suitable or proper in the circumstances. If there is a discrepancy between what the Contractor deems “Appropriate” and what ACPD deems “Appropriate”, what is Appropriate will be decided by ACPD. |
| **Best Practice** | A procedure that has been shown by research and experience to produce optimal results that are established or proposed as a standard suitable for widespread adoption. |
| **Bidder** | Individual or organization responding to this RFP. |
| **Case Manager** | An individual who coordinates mental health, social work, education, health care, vocational training, housing, transportation, advocacy, respite care and recreational services, as needed. The Case Manager ensures that the changing needs of the Client and their Family/support systems are met. |
| **Center of Reentry Excellence (CORE)** | The CORE is Alameda County Probation Department’s welcoming, one-stop reentry drop-in center where Clients can receive recommendations and connections to Service Providers, get assistance with barrier removal and attend workshops and community events. The CORE also offers a safe place for Service Providers to co-locate and connect directly with Clients, and supports ACPD’s community outreach, relationship-building, and engagement efforts. |
| **Client** | For the purposes of this RFP, a Client (versus Participant) is a person who is Realignment eligible. Whereas a Participant is active in and receiving services from CRSP. These terms are often used interchangeably throughout the RFP. |
| **Client-Driven** | Client-Driven means the Client has the primary decision-making role in identifying his/her needs, preferences and strengths, and a shared decision-making role in determining the services and supports that are most effective and helpful for him/her. |
| **Cognitive Behavioral Intervention (CBI)** | There are various models of Cognitive Behavioral Intervention that are evidence-based and are proven to have positive results when working with justice-involved populations. All CBI models provide a process by which individuals examine the interaction between their thoughts, feelings, and responses to cultivate patterns that lead to more productive outcomes. |
| **COMPAS** | An acronym for Correctional Offender Management Profiling for Alternative Sanctions (COMPAS), which is a case management and decision-making tool used by ACPD to assess the likelihood of a defendant recidivating. |
| **Contract** | The binding legal document that will result from this RFP process. |
| **Contracted Providers** | Contracted Providers are providers who hold an AB109-funded, ACPD-managed contract. Non-Contracted Providers are providers that do not hold an AB109-funded, ACPD-managed contract. |
| **Contractor** | The Successful Bidder who enters into the Contract to provide services pursuant to this RFP. |
| **Cost-Reimbursement Fee Structure** | This fee structure provides for payment of allowable incurred costs, to the extent prescribed in the contract. The Contractor agrees to assume the Contract expenses. ACPD will reimburse the Contractor for an agreed-upon portion of those expenses. |
| **County** | County of Alameda |
| **Culturally Responsive** | For the purposes of this RFP, Culturally Responsive refers to the need for individuals servicing the Realignment population to understand that identities are complex — that even in sameness there is difference — and that although a provider will never be fully competent about the evolving and dynamic nature of an individual’s experiences the provider will actively engage in opening up conversations in a way that genuinely attempts to understand a person’s identities related to race and ethnicity, gender, sexual orientation, socioeconomic status, education, social needs, and others. Being Culturally Responsive gives staff the ability to understand and respect values, attitudes, beliefs, and other cultural differences, and to consider and respond appropriately to these differences in planning, implementing, and evaluating programs and interventions. |
| **Direct Connection or  Direct Linkage** | This is a process by which Participants are referred and connected to Service Providers. Direct Connections/Linkages are intended to increase access to sustainable resources and may include in-person introductions to Service Providers, attending services together, providing transportation or follow-up to determine Participant engagement. The appropriate level of support is determined by the Participant’s preference, their capacity, and the type of service. |
| **DPO** | Deputy Probation Officer, Probation Officer, or another supervising agency. |
| **Dynamic Factors** | Previously referred to as “criminogenic needs,” Dynamic Factors are drawn from individual assessments and other sources to assist in determining, with Client input, the Client’s primary goals and needs. Dynamic Factors impact the Clients’ ability to reconnect and integrate into the community. The factors are dynamic in that they can emerge at different times and in various areas of the Client’s life. An important aspect of re-entry work is to determine which Dynamic Factors are the most imperative to address and ensure clients are connected to appropriate programs and services that can help them address them. |
| **Enterprise Supervision™ (Formerly Tyler Supervision)** | A web-based data management system that allows DPOs to coordinate, communicate, record, and track each step of a Client’s Supervision process. It assists with Client management (referrals, Program participation, court appointments, etc.), tracks communication with Clients and providers and allows data and performance to be tracked. Enterprise Supervision™ will also act as a Provider Portal. |
| **Evidence-Based Practices (EBP)** | Evidence-Based Practices (EBP) refers to the use of data and research that have been shown to be effective. Evidence-based in reducing risk and Recidivism. |
| **Family** | For the purposes of this RFP, Family is defined broadly and may include unmarried partners, extended relatives, and close loved ones who may not share a biological or legal relationship. |
| **Fiscal Year** | For this RFP, the fiscal year begins on July 1 of each year, and ends the following year on June 30. |
| **Gender Responsive** | Gender Responsive/Responsiveness refers to outcomes that reflect an understanding of gender roles and inequalities, and which make an effort to encourage equal participation and equal and fair distribution of benefits. The Contractor must create an environment that reflects recognition of an individual’s Lived Experiences based on their sexual orientation, gender identity, and expression (SOGIE). Programming and staff must respect, validate, and support all persons according to the Clients’ identification and experience. |
| **Indirect Cost** | The costs of doing business that are not readily identified in the budget of this Contract but are necessary for the general operation of the organization and the activities it performs. |
| **Integrated Case Management Software (ICMS)** | Integrated Case Management Software is a digital system that enables companies to track and store information in a centralized location and report on their data. Case information is accessible to a variety of users so that stakeholders can collaborate on cases and share information in a secure environment. |
| **Justice Involved** | For the purposes of this RFP, Justice Involvement refers to anyone who has first-hand experience in the criminal justice system due to being convicted or incarcerated, including individuals who have been under formal or court supervision. |
| **Lived Experience** | Lived Experience refers to having first-hand experience, instead of, or in addition to, formal education or training around an issue or condition. |
| **Participant** | An individual who is receiving services and/or resources from CRSP. |
| **Program** | The Contracted Coordinated Reentry Services Program (CRSP) resulting from this RFP. |
| **Provider Portal** | The web-based computer application that allows Service Providers to record and track each step of a Participant’s process. The Provider Portal, currently Enterprise Supervision, also assists with Client management (referrals, Program participation, exits), allows the Contractor to communicate with the Client’s probation officer, and allows program data to be pulled and program outcomes to be tracked. ACPD has the right to change the data management program utilized at any time during the Contract. |
| **Racial Trauma** | Racial Trauma or Race-Based Traumatic Stress (RBTS) refers to the mental and emotional injury caused by encounters with racial bias and ethnic discrimination, racism, and hate crimes.  Racial Trauma can be caused by one acute experience of racism (e.g., sexual and racial harassment in the workplace) or by numerous, more subtle forms of racism that accumulate over time (e.g., racial microaggressions).  Racial Trauma can also be caused by both experiences of overt racism and covert racism. Overt racism describes instances of racism that occur on a person-to-person basis; it is the form of racism that people are more used to labeling as “racist” (e.g., one person yells racial slurs at another person). Covert racism occurs on a policy, institution, and/or society level; it is often more difficult for people to identify covert racism (e.g., high school students only being taught a European account of history in a history class). |
| **Realignment** | Assembly Bill 109, the California Public Safety Realignment Act of 2011. See section III.A.4. |
| **Recidivism** | Recidivism is defined by the Board of State and Community Corrections (BSCC) as conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on Supervision for a previous criminal conviction. |
| **Reentry** | For the purposes of this RFP, Reentry refers to all people living in Alameda County who have had contact with the criminal justice system. When not capitalized, the word refers to the action or process of re-entering something. |
| **Reentry Coordination** | Reentry Coordination is a means to achieving Client wellness and autonomy through the use of a collaborative process that assesses, plans, implements, coordinates, monitors and evaluates Client’s options and connects Clients to resources and services required to meet their needs. |
| Service Provider | Individuals, groups, and organizations—including County-operated programs—that deliver services to the Reentry population. |
| Skilled Provider or **Skilled Service Provider or**  **Skilled Community Provider** | Community-based and/or Service Provider knowledgeable in a specific service area or topic. Skilled Providers include those contracted through ACPD to deliver AB109-funded services, as well as other County and community programs/providers who are not currently contracted with ACPD. |
| MAP | MAP, or My Action Plan, Stability Plan refers to a Client’s comprehensive, holistic reentry plan put together by the CRSP provider in conjunction with the Client based on a deep assessment and understanding of the Client’s current circumstances and visions for their future. For more information about the MAP, please refer to section 5 of this RFP. |
| Staff | Individuals working directly for or under the Supervision of the Bidder (or Contractor), including employees, agents, subcontractors, volunteers, and all others. |
| **Strength-Based Reentry Coordination (SBRC)** | The Strength-Based Reentry Coordination (SBRC) model focuses on determining the Client’s goals, evaluating their needs, assessing their skill level and strengths and using that to create a stability MAP that is specific to the Client’s individual goals and needs. This model dispels the notion of a “one-size-fits-all” solution. Each plan should be perfectly tailored to each Client. Staff utilizing the SBRC model, based on the Client’s needs and goals, refer Clients to community resources and services, and ensure those services are synchronized and aligned to their MAP. Staff also ensure the coordination of services, and the Client can transition smoothly between providers. In the SBRC model, the Staff does not get as involved with the Client as a Case Manager would, most of the Staff’s time is spent on assessing and understanding the Client, organizing a plan for the Client and finding resources to support the Client while they pursue their plan. However, the SBRC model requires an in-depth understanding and analysis of the Client and coordination with service providers so that the Client does not have to face being continuously reassessed upon contact with each service provider. |
| **Successful Bidder** | The Bidder that will be recommended for award of the contract to provide services pursuant to this RFP; also referred to as Contractor |
| **Supervision** | A person’s term of court-ordered probation, parole, or other justice-involved Supervision, like that of Pre-Trial services. |
| **Trauma-Informed or**  **Trauma Informed Care** | Evidence-based practices based on the knowledge and understanding of trauma and its far-reaching implications. Trauma-informed care means treating a whole person, considering past trauma and the resulting coping mechanisms when attempting to understand behaviors and work with each Participant. |
| **Vendor(s)** | The person or company/companies who provide services. |
| **Warm Handoff** | Warm Handoff is a referral approach in which a provider uses face-to-face or telephone contact to directly link individuals to other providers or specialists, if possible, in the presence of the Participant. |

# STATEMENT OF WORK

## INTENT

The Alameda County Probation Department (ACPD) is seeking proposals from qualified Bidders to manage ACPD’s ***Coordinated Reentry Services Program (CRSP).*** The CRSP will connect with Client’s pre-release, or as early as possible, to assist Clients with assessing their immediate and long-term needs and goals and help them organize a holistic plan to achieve stability as they transition off Supervision, if not before.

It is the intent of this RFP to describe the CRSP, as well as describe the requirements and expectations of the ideal vendor that will manage the CRSP as requested and directed by ACPD.The County intends to award an 18-month contract to the Bidder whose response conforms to the RFP and meets the County’s requirements. The County, in its sole discretion, may opt to renew the contract for an additional three years and six months in increments of its choosing.

1. **Purpose**: The goal of the coordinated reentry services program (CRSP) is to ensure all clients have an opportunity to create a thorough, holistic, multi-phase reentry plan to support their long-term success, and they are personally connected to coordinated services that meet their individual goals and needs laid out in their plan. Throughout the supervision term, CRSP should support clients in updating their reentry plans to accommodate changing goals and circumstances. As a single-entry point for all Clients, CRSP is also intended to increase Client’s awareness of services relevant to their needs and increase service coordination and utilization amongst clients. Additionally, CRSP will enhance ACPD data collection effort and understanding of Client’s needs.

To that end, CRSP will connect with Client’s pre-release, or as early as possible, to assist Clients with assessing their immediate and long-term needs and goals and help them organize a holistic plan to achieve stability as they transition off Supervision, if not before. This plan will be referred to as **MAP**, ***My Action Plan***. When developing the Client’s MAP, CRSP must incorporate a transition plan to help the client plan their steps for success once they are no longer under Supervision and lose access to some of the services they may have been utilizing while under Supervision. Additionally, The CRSP provider will facilitate collaboration amongst all providers by sharing the Client’s plan and information on goals and needs to reduce the need for repetitive assessments and ensure all providers and the supervising agency are not only aware of the Client’s MAP but can communicate with one another to better support the Client and case conference together with the Client.

To achieve CRSP’s goals the program will work with the Client to do the following:

* + - 1. Identify the Participant’s needs and goals in all five focus areas. This may require helping the Client understand all the opportunities available to them, which they may not have otherwise considered.
      2. Assess where the Participant is and what they need to meet their needs and achieve their goals in all five focus areas.
      3. Work with the Client to plan a MAP that aligns the steps, actions, services and supports necessary for the Client to be able to meet their immediate needs, achieve their identified goals, and ensure the Client is on a path to stability, healing, and success.

Utilize the County health record systems (e.g., Community Health Record and Clinician's Gateway) to understand health history and include a plan to navigate essential health services in the Client’s MAP.

* + - 1. Coordinating the Client’s connection to the services and resources they need to help them meet their needs and achieve their goal(s) laid out in their MAP.
      2. Communicate Client’s MAP, including relevant Client background with DPO, CORE, and providers to initiate timely and appropriate service matching and enrollment.
      3. Collaborate with the DPO and providers to ensure everyone is working in coordination and in alignment with the Client’s MAP to support the Client in meeting their needs and achieving their goals.
      4. Work with the Client periodically to update their MAP and, at least three months before the end of their Supervision, work with the Client to create a transition plan to help them prepare for their discharge from Supervision by identifying community programs and supports that can continue to support them after their Supervision ends.
      5. Compile timely, thorough and accurate data regarding Client needs, service utilization, and Plan progress that can be easily and quickly shared as required by ACPD.

As this is a novel program for Alameda County, certain aspects of CRSP’s program operation and coordination still need to be determined. The Successful Bidder must be flexible and work with ACPD to co-develop a collaborative process with the CORE provider and other providers will be working hand-in-hand with, to best serve Clients.

1. **Description of CRSP**: The County is requesting the Contractor provide the following services to support Clients from pre-release through termination of their Supervision:
   1. Integrated Case Management Software (ICMS)
   2. Collaborative Strength-Based Reentry Coordination (SBRC) services
   3. Access to the County health record systems (e.g., Community Health Record and Clinician's Gateway).
   4. In-depth assessments in a minimum of five focus areas for every Realignment-eligible Client that chooses to participate in the program:
2. Health
3. Mental Health
4. Substance Use
5. Physical Health
6. Health/Holistic Wellness
   * + 1. Cultural Practices
7. Learning Differences
8. Skill Development
9. Education
10. Interpersonal Skills
11. Coping and Anger Management Skills
12. Life Skills
13. Money Management Skills
14. Cognitive Behavioral Interventions (CBI), Mindset and Emotions
15. Social Networks
16. Mentorship
17. Pro-Social Activities
18. Relationships
19. Family and Child Reunification
20. Employment
21. Housing
    1. Client-driven development of MAPs for every Realignment eligible client that chooses to participate in the program.
    2. Service navigation and warm-handoff linkages to contracted and non-contracted service providers and resources.
    3. Service assessment and linkage specialist in the following areas:
22. Education, training and employment pathways specialist.
23. Reentry housing specialist.
24. Primary Care/Mental Health/SUD (Health and wellness specialist with access to the County health record systems (e.g., Community Health Record and Clinician's Gateway)).

## BACKGROUND

1. The term “realignment” refers to a process that shifts responsibility and funding for public services from the state to local governments (e.g., counties). In 2011, the CA State Assembly passed Assembly Bill 109 (AB 109), the California Public Safety Realignment Act of 2011, as modified by Assembly Bill 117, is commonly referred to as *Realignment*.
2. Realignment shifted the responsibility for a substantial number of non-serious, non-violent, non-high risk sex offenses from the State to counties; expanded the role of the Community Corrections Partnership (CCP); and established a CCP Executive Committee (CCPEC).
3. Realignment also provided an ongoing revenue source to counties, so they have the resources needed to implement public safety measures that promote successful reentry thereby reducing Recidivism, which is one of the goals of Realignment.
4. In 2014, the Alameda County Board of Supervisors dedicated 50% of the AB109 funding received by the state to local Community-Based Organizations (AB109-funding). That funding, AB109-funding, is used to contract with local CBOs that provide resources and programs that support Clients throughout their reentry journey and promote safety for the community and success for the participant.
5. On January 29, 2018, the Community Corrections Partnership Executive Committee (CCPEC) allocated $1,000,000 for Prison Pre-Release Planning and Case Management, which will fund the contract resulting from this RFP. Additional information regarding the approval of this funding can be found [here](https://probation.acgov.org/calendar/details.page?year=2018&id=2017-12-28%2011:03:21.073&name=community-corrections-partnership-executive-committee-meeting).

## BIDDER QUALIFICATIONS

1. A Bidder may be a single vendor that provides services, or a consortium/coalition of vendors working collaboratively to provide services. Collaborating vendors must name a single, lead prime Bidder that will submit on behalf of all the collaborating vendors. The prime Bidder must coordinate all fiscal and administrative duties as needed to provide services under the contract resulting from this RFP. This lead prime Bidder will be responsible and held accountable for the CRSP Program if a contract is awarded based on its bid proposal.
2. Bidder must have a minimum of two years of experience in the provision of assessment, linkage and/or brokerage of case management services for the Alameda County reentry population within the last six years.
3. If bidding as a collaboration, the minimum years of experience must be met by the lead prime Bidder.
4. Bidder must possess all permits, licenses, and professional credentials necessary to supply products and perform services specified under this RFP. Unless noted otherwise in the RFP, including any Addendum, Bidder is not required to submit copies or verification of the permits, licenses and credentials; however, Bidder must provide such proof if requested by the County.
5. **Conflict of Interest**: To maintain objectivity and avoid conflicts of interest, or the appearance thereof, neither the Successful Bidder nor any of its collaborating partners and/or subcontractors may engage in other AB109-funded contracts managed by ACPD for the adult population, as either a prime, subcontractor, and/or collaborating partner, during the service period of this contract, except for AB 109-funded housing contracts, Peer Mentorship Program and the Center of Reentry Excellence (CORE).

Having an AB109-funded contract managed by ACPD does not preclude vendors from being able to bid on this RFP. However, the Successful Bidder and any of its collaborating vendors and/or subcontractors will have to relinquish all AB109-funded contracts—whether as the Contractor, subcontractor, and/or collaborating partner—except for AB 109-funded Housing Contracts, Peer Mentorship Program, and the Center of Reentry Excellence (CORE) before being eligible to enter into contract under this RFP.

## SCOPE

* + 1. **Period of Performance:** The initial term of the contract will be 18-months. At the County’s sole discretion, the Contract may be extended or renewed in increments of the County’s choosing for an additional three years and six months. Absent special circumstances, the total term of the contract, including all extensions and renewals, will not exceed 5 years (60 months).
    2. **Fee Structure**

1. The fee structure of the awarded Contract will be cost reimbursement.
2. Contractor must obtain written approval from ACPD prior to purchasing and invoicing any item in the amount of $500 or greater.
   * 1. **Program Cost for Participants**
3. Contractor must provide services at no cost to Participants.
4. Contractor may provide stipends/incentives to Participants in addition to the provision of free services offered to the Participant. Any stipends given to Clients need to be done in conjunction with the DPO. Stipend payments need to be documented in the Provider Portal and the DPO must be notified via both the Provider Portal and a direct email to the DPO.
   * 1. **Program Participants**
        1. Realignment Eligibility: Contractor must serve all adult Realignment eligible Clients. Realignment eligibility may be changed by ACPD at any time. The Contractor must be willing to work with ACPD to revise services to accommodate any changes. Currently, the following categories of individuals under supervision are eligible for AB109-funded services:
5. **Post-Release Community Supervision (PRCS)**: Individuals released from prison for non-serious and non-violent offenses and are not classified as high-risk sex offenders.
6. **Penal Code 1170 (h) Eligible**: Individuals charged and under Supervision with an 1170(h)-eligible offense, including:
   * + - 1. Individuals sentenced to local prison and placed on mandatory Supervision.
         2. Individuals granted deferred entry of judgment in lieu of an AB-109 eligible offense.
7. **Formal Probation**: Individuals on formal probation.
8. **Pre-trial Status**: Individuals that are part of the County’s Pre-Trial program.
9. **Specialty Court**: Participants in specialty courts with a felony conviction.
10. **AB-1950 Probation**: Clients whose probation was terminated early due to the retroactive application of AB-1950 may receive services for up to one year after their grant of probation terminates.
    * + 1. ACPD Client Demographics: The following link provides access to public databases containing demographic information, including age, race, gender and city of residence in addition to the number of adults supervised by ACPD, Supervision type and facility: <https://probation.acgov.org/researchdataevaluation.page>.
      1. **Number of Clients to be Served:** The total number of Realignment eligible Clients fluctuates, but currently there are approximately 6,000 Realignment eligible Clients. The actual number of people who will utilize this program on a monthly or annual basis is unknown. The Contractor should base their capacity on the available budget. The Contractor must be willing and able to work with ACPD to increase staff as appropriate to meet utilization needs. There was an average of 195 new probationers each month of Quarter 2 in 2023, this does not include all realignment-eligible clients each month. Of the total probation population, on average 23% of clients are currently utilizing AB109-funded services, research suggests that engaging more clients in these services could have benefits for their outcomes and reduce recidivism.
      2. **Geographic Access & Availability of Services**
11. Geographic Service Area: Contractor’s services must be readily accessible to all Realignment Clients regardless of where in the County they reside. Due to the geographic distribution of Realignment Clients, ACPD must ensure that the CRSP services procured through this RFP adequately cover all areas of the County.

In addition to any location the Contractor provides for Clients to be able to access services, the Contractor must have Staff located at each of the following locations during their operating hours to start building trust with clients, inform clients about the services available and when applicable, work with clients to build their MAP:

* + - 1. ACPD’s Center of Reentry Excellence (CORE) in Oakland and Hayward.
      2. ACPD’s offices in Oakland, Hayward and Dublin.
      3. In Alameda County Court Rooms, as directed by ACPD.
      4. At Santa Rita Jail – Contractor must have Staff dedicated to coordinating with jail Staff to connect with and serve Client’s pre-release. This will require, as permitted by the jail, a consistent presence at Santa Rita Jail.

*Please note: ACPD reserves the right to and may, during the term of this contract, relocate Contractor’s Staff to other locations within Alameda County.*

1. Days and Hours of Operation: Contractor must offer services during the standard business hours of the location where they are working. ACPD will provide Contractor with a list of holidays by location; Contractor’s staff will not be obligated to provide services on those days. Additionally, to meet Client’s needs the County may require Staff at some locations to work beyond the standard business hours, including evenings and weekends. The current standard business hours of each required location are listed below:
   1. ACPD’s Center of Reentry Excellence (CORE) in Oakland and Hayward, current hours are 9:00 a.m. to 5:00 p.m., Monday through Friday, evenings, and weekends.
   2. ACPD’s offices in Oakland, Hayward and Dublin current hours are 8:00 a.m. to 5:00 p.m., Monday through Friday.
   3. Alameda County Court Rooms current hours are 8:30 a.m. to 4:30 p.m., Monday through Friday.
   4. Santa Rita Jail, standard business will be deemed 8:00 a.m. to 5:00 p.m., Monday through Friday and weekends.

*Please note: The standard office hours above are listed for informational purposes only. Standard office hours may be adjusted by ACPD during contract negotiations and throughout the term of the contract. The Contractor may recommend changes to ACPD based on need/demand and changes in operating hours.*

1. Changes Require ACPD Approval: Any changes to the access and availability of services resulting from this RFP (program or Staff location or operating hours, etc.) must be approved in advance by ACPD Staff. Approval must be received in writing from Appropriate ACPD staff.
2. Client Connections: The Contractor must connect to Clients as early as possible in the reentry process. The Contractor must actively seek out Client’s pre-release. Contractor should expect to connect with Clients multiple times during the following stages of the reentry process:
   * + 1. **Pre-Release Reentry Navigation and Support**: Familiarize Clients with and build into their MAP programs and services in the community they will return to ahead of their release, while they are still in prison or jail, including transportation options from prison or jail.
       2. **Post-Release Services for Clients on Supervision**: Determine and detail in each Client’s MAP, the appropriate programs and services the client should connect to while under Supervision.
       3. **Probation Discharge Planning**: Connecting Clients to programs and services in the community that will support their Reentry success after the conclusion of their Supervision. The Contractor must ensure all Clients have or start building a discharge plan into the Client’s MAP at least 90 days before the Client’s termination from Supervision.

## GENERAL REQUIREMENTS: CULTURE, VALUES & GUIDING PRINCIPLES

* + 1. **Individualized Client Support:** The Contractor must understand that no two Participants are alike and the challenges each Participant faces are unique. As such, the Contractor must use a flexible approach to providing services that ensures each client’s individual needs are met.
    2. **Continuity of Services:** Individuals in the Realigned population tend to be served in multiple systems and may be connected to multiple service providers, as well as a probation officer (DPO) who serves as the ultimate Case Manager. The Contractor will assist the DPO by working with the client to create a reasonable and feasible MAP for each participant. Please note that the Client MAP is different from the client's ACPD Case Plan which gets developed with their assigned DPO.

1. Each Client's ACPD Case Plan is intended to address the risk, needs, and responsivity factors that most impact a client's probation involvement. This ACPD Case Plan may include elements of the Client’s MAP, as well as court requirements and the cognitive behavioral interventions in which ACPD staff have been trained, including CBI curriculum such as Carey Programs, interactive journaling, Thinking for a Change, etc. Whereas the Client’s MAP is a plan the Client creates with assistance from CRSP staff to identify the steps to be taken, social services needed and supports available to help each Client reach their self-identified goals and needs before release, throughout their Supervision and after their Supervision ends.
2. The Contractor, with the Client’s agreement, will share the Client’s MAP with the DPO and other service providers identified in the MAP to ensure everyone working with the Client is on the same page and understands where the Client currently is and where they are trying to go. To do this effectively, the Contractor must coordinate all programs and services the client is connected to and ensure the Client has the time, means and ability to successfully engage with each provider and meet the SMART (specific, measurable, achievable, relevant, and time-bound) goals laid out in their MAP.
3. Contractor will ensure the Client is given a warm handoff to all providers and ensure the providers are willing and able to collaborate across service systems (e.g., with healthcare, mental health, social services, housing providers) as well as with DPOs and others as needed. The Contractor’s ICMS will serve as a tool to assist providers with accessing and updating progress on the Client’s MAP and allow providers to communicate with one another about the Client.
4. Contractor will act as an advocate and navigator to align the Client’s support across systems. Without close communication and collaboration, there is a greater risk of fragmentation or duplication of services as well as a heightened risk of the Client’s needs going unmet. The Contractor will work to ensure each Client’s needs are met and services are aligned and coordinated based on each Client’s MAP.
   * 1. **Strength-Based, Culturally Competent Service Delivery:** The Contractor must ensure their services are strength-based and responsive to the Participant’s gender identity, culture, and diversity. The Contractor must be Culturally Responsive and have the competency and humility required to successfully serve Clients. This competency spans not just race/ethnicity and language capacity but includes understanding and reflecting Clients’ shared experience of incarceration, as well as the unique experiences of subgroups defined by gender, race, exposure to trauma (including Racial Trauma), immigration experience, mental health status, substance use, socioeconomic status and other factors. The Contractor must work in alliance with the DPO and other Skilled Service Providers.

The Contractor must make best efforts to be able to communicate effectively with individuals, including those with limited English proficiency (e.g., clients who primarily speak Spanish, Vietnamese, Tagalog, or Hmong), and provide meaningful access for such individuals in its programs, activities, services, and operations. The Contractor may partner with language interpreters to facilitate appropriate and timely connections to services.

* + 1. **Gender Responsive Services:** Factors such as developmental age, gender, culture, mental health, cognitive abilities, motivation, and stability (e.g., housing) may influence an individual’s ability to benefit from services. The Contractor must design activities in a way that creates an environment that is responsive and affirming to all genders, including those who identify as gender non-conforming, trans, and/or non-binary.
    2. **Trauma Informed Care (TIC):** The Contractor must design activities in such a way that prevents re-traumatization and creates a low anxiety atmosphere characterized by high levels of trust.
    3. **Substance Use Harm & Judgment Reduction Model:** Contractor must use a variety of practical strategies and ideas aimed at reducing the negative consequences associated with drug use, which includes meeting people who use drugs “where they’re at,” and addressing conditions of use along with the use itself. ACPD considers the following principles central to a harm and judgment reduction practice:

1. The use of motivational interviewing and other non-judgmental, non-coercive provision of services and resources for people who use drugs and the communities in which they live to assist them in reducing harm.
2. Ensure people who use drugs and those with a history of drug use routinely have a real voice in the creation of programs and policies designed to serve them.
3. Affirms people who use drugs (PWUD) themselves as the primary agents of reducing the harms of their drug use and seeks to empower PWUD to share information and support each other in strategies that meet their actual conditions of use.
4. Recognizes that the realities of poverty, class, racism, social isolation, past trauma, sex-based discrimination, and other social inequalities affect both people’s vulnerability to and capacity for effectively dealing with drug-related harm.
5. Does not attempt to minimize or ignore the real and tragic harm and danger that can be associated with illicit drug use and requires all Staff to participate in opioid overdose prevention training, such as administration of Narcan/Naloxone.
   * 1. **Relationships are the Intervention:** Relationships should be Contractor’s core business. Individuals are highly motivated by relationships, especially when Staff do the following: (1) Express care – show the Client that you like them and want the best for them; (2) Challenge growth – insist the Client try to continuously improve; (3) Provide support – help the Client complete tasks and achieve their goals; (4) Share power – hear the Client’s voice and let them share in making decisions; and (5) Expand possibility – expand the Client’s horizons and connect Clients to opportunities.

The empathy and trust that develops between Staff and a Client can motivate Clients to change their lives. Unfortunately, too many services are structured around tightly defined functions or processes which can stop practitioners from building relationships and responding to the real issues faced by those they support. The Contractor must build in the flexibility needed to address the Client’s immediate needs and the time necessary to build a relationship of trust.

* + 1. **The Fundamentals of Evidence-Based Practices:** The principles of Evidence-Based Correctional Practices are established by the Office of Justice Programs and provide an outline for Best Practices in the field. Six fundamental principles of Evidence-Based Correctional Practice are widely accepted as strategies to reduce future criminal behavior. The Contractor must incorporate these principles into their services.

1. **Risk-Need-Responsivity Framework (RNR):** Most Clients have a Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) assessment conducted by their DPO or other law enforcement agency. The Contractor may reach out to the DPO to gain access and information about the Client’s risk and needs assessment and incorporate that information into their service model.

The actuarial assessment of Participants—in a reliable and valid manner—is essential for the effective Supervision and treatment of people returning from prisons, jails, and juvenile facilities. The levels of Supervision and services for individuals must be matched to individual risks and needs.

1. Risk — Match the level of service to the individual’s risk of reoffending, based on static factors (e.g., age at first arrest, history of arrest, current age) and dynamic factors (e.g., substance abuse, antisocial attitudes). People at higher risk of reoffending should receive more intensive intervention.
2. Need — Assess dynamic needs and target them in treatment. People at higher risk of reoffending should receive intensive treatment, while people at low risk of reoffending should receive minimal or no treatment.
3. Responsivity — Maximize the individuals’ ability to learn from a rehabilitative intervention by providing Cognitive Behavioral Interventions and tailoring the intervention to the learning style, motivation, abilities, and strengths of the offender.
4. **Determine Dosage and Intensity of Services:** Higher-risk Participants require significantly more structure and services than lower-risk Participants.
5. **Address Participant’s Greatest Dynamic Risk Factors:** The greatest emphasis must be placed on addressing those needs that are most closely associated with criminal behavior. Certain Dynamic Risk Factors (such as substance use, attitudes, peers and Family, and employment status) are particularly important factors in predicting future Recidivism and may be viewed as primary targets for intervention.
6. **Prioritize High Risk and Needs:** Prioritize resources for Participants who are at higher risk to recidivate.
7. **Enhance Intrinsic Motivation:** Staff must be able to relate to Participants in interpersonally sensitive and constructive ways to enhance their intrinsic motivation. Research findings suggest that Motivational Interviewing or other Cognitive Behavioral communication techniques can effectively enhance the Participant’s desire to initiate and maintain behavior changes.
8. **Cognitive Behavior Programming and Coaching:** Cognitive Behavioral interventions have been shown effective with both adult and juvenile offender populations. These strategies are focused on changing the individual’s thinking patterns to change future behavior. The most effective interventions provide opportunities for individuals to practice new behavior patterns and skills with feedback from Program Staff. Contractors are required to infuse Cognitive Behavioral Interventions into their Program.
   * 1. **Restorative Practices:** The Contractor must utilize restorative practices. Restorative practices are processes that proactively build healthy relationships and a sense of community to prevent and address conflict and wrongdoing while respecting the dignity and equality of each person. Restorative practices build understanding and promote social harmony through healing; provide an opportunity for participants to obtain reparation and feel safer; allow those who have committed wrongdoing to gain insight into the causes and effects of their behavior and to take responsibility in a meaningful way. They also enable communities to understand the underlying causes of wrongdoing, to promote community well-being and prevent crime.

ACPD believes mistakes and setbacks are a natural part of recovery and rehabilitation. ACPD understands that within a comprehensive accountability approach, the Contractor may temporarily suspend access to CRSP services for a Participant whose attitudes or behavior is unfit or unsafe. However, the Contractor must use a timely restorative process to re-engage Participants safely and efficiently to allow them to regain access to CRSP services. The goal is to hold Participants accountable while allowing them the opportunity to reconnect to services.

* + 1. **Compliance with Laws & Regulations:** The Contractor must comply with all relevant laws and regulations in the performance of work in furtherance of the Contract established pursuant to this procurement.

## SPECIFIC PROGRAM REQUIREMENTS

1. **Integrated Case Management Software**
2. In addition to the Provider Portal, the Contractor must use Integrated Case Management Software (ICMS) to enhance data collection efforts and increase collaboration among providers. The Contractor must have a web-based application that allows providers to share information with one another about the services they offer and the Clients they are serving. Additionally, the ICMS will be used to track needs; track service recommendations and engagement; access the Client’s MAP and Client outcomes; and allow service providers and Case Managers to easily access key information about their synchronized efforts.
3. Information gathered in the ICMS must be able to be pulled and provided to ACPD. Most information contained in the provider’s ICMS will be shared with ACPD via ACPD’s Provider Portal, Enterprise Supervision. Other means of information sharing with ACPD outside of the Provider Portal may also be required if the Provider Portal cannot capture the information needed by ACPD.
4. Contractor must allow designated ACPD Staff to access the ICMS.
5. Protection of Personal Health Information: Personal Health Information (PHI) will be utilized/reviewed by the Contractor to help determine each client’s health and wellness programming. The Contractor will be required to protect and maintain PHI in accordance with laws and regulations governing the sharing and storing of such information, including, but not limited to 42CFR & HIPPA.
6. Protection of Client’s Personal Identifiable Information: To protect Personal Identifiable Information (PII), the portion of the Contractor’s ICMS that holds PII must comply with state and federal data storage requirements, including only being accessible via a secure portal which requires a user to establish a password-protected account to access the system.

Before the Contractor may allow a user to access the ICMS, the user must be made aware of their duty to secure their password and comply with state and federal privacy and confidentiality regulations.

* + - 1. The Contractor must only give individuals with a “need to know” access to the ICMS. Of those who have access, access must be given at the lowest level possible for the user to execute their duties or job functions.
      2. The sharing of passwords or allowing unauthorized individuals to access the ICMS system is strictly prohibited. A user’s password is his/her electronic signature that is not to be shared or made available to anyone.

Additionally, before the Contractor grants access to the ICMS, the Contractor must ensure Appropriate Releases of Information (ROI) are in place, users have completed the Appropriate access and security forms and attended and passed the requisite training classes.

1. Contractor is responsible for system administration of their ICMS, including authorizing and coordinating system access, updates to the application, and providing user support.
2. **Collaborative Strength-Based Reentry Coordination**
3. Contractor must utilize a Strength-Based Reentry Coordination (SBRC) model that focuses on determining the Client’s goals, evaluating their needs, assessing their skill level and strengths and using that to create a MAP that is specific to their individual goals and needs and matches them to services available in the community to help them meet the goals and needs established in the Client’s MAP. Contractor’s Staff must utilize the SBRC model to assess Clients, help them develop a MAP and provide service navigation and warm handoff-linkages to services.
4. In the SBRC model, the Contractor’s Staff will not get as involved with the Client as they would as a Case Manager. Most of their time is spent on conducting an in-depth Client assessment and trying to understand the Client holistically. Time is also spent developing a step-by-step MAP for the Client, finding and identifying resources to support the Client and ensuring the Client receives warm-handoff connections to those resources and that all the resources are coordinated and working collaboratively to support the Client. The Contractor must also ensure all those resources are identified in the Client’s MAP.
5. The SBRC model dispels the notion of a “one-size-fits-all” solution. Each MAP should be perfectly tailored to each Client.
6. The SBRC model requires in-depth Client assessments and coordination with service providers to minimize the need for Clients to have to be continuously reassessed by each new service provider/resource they are connected to.
7. When recommending connections to services as part of the Client’s MAP, the Contractor’s Staff must ensure Clients are referred to community resources and services based on each Client’s individual needs and goals, ensure those services are synchronized/coordinated, align to the Client’s MAP, and there is a smooth transition between providers. To do this successfully, the Contractor’s SBRC based program must be Client-Driven. Client-Driven means the Client has the primary decision-making role in identifying his/her needs, preferences and strengths, and a shared decision-making role in determining the services and supports that are most effective and helpful for him/her.
8. When Clients present with emergency or immediate basic needs, including but not limited to, access to food, clothing and safety, the Contractor must immediately address those needs by connecting the Client via a warm handoff to organizations and resources to help them meet those needs. It’s hard to think about your future plans two or three years out, when your stomach is empty, or you don’t have shoes. The Contractor must make an effort to keep in contact with the Client and services/agencies the Client was referred to. As the Client’s immediate needs are addressed, the Contractor must again make an effort to gain a thorough understanding of the Client and make a MAP to ensure stability as the Client transfers off of supervision, if not before.
9. **Five Fundamentals of a Stable Life**

When helping Clients prepare a MAP that will lead them to holistic wellness and stability, the Contractor must consider the full spectrum of the Client’s needs and goals from their release from incarceration through termination of their supervision and beyond. This will require, where possible, engaging the Client pre-release.

The Client’s MAP will be shared with the DPO as a recommended plan of action. The Contractor must be able to articulate the reason behind each aspect of the Client’s MAP, and work with the DPO or other Skilled Provider’s staff to address all their issues and concerns and, when applicable, ensure all referrals are properly put through the Provider Portal.

In addition to the areas listed below, there are issues, like legal status (e.g., immigration, 290), which can affect all five fundamentals of a stable life, which Contractor must also address as part of the Client’s MAP.

Another important consideration when developing a Client’s MAP is time. There are only so many hours in a day, and the Contractor must ensure each Client’s MAP is feasible and reasonable given the Client’s transportation needs, holistic wellness, and other demands on their time, i.e., family.

The following areas are among those the Contractor must consider when creating a holistic MAP for Clients:

* + - 1. **Health**

The Contractor must prioritize connecting Realignment Clients to quality health care that properly addresses their needs and goals.

The Contractor must consider the Client's health and wellness needs including access to insurance, primary care, and specialty services. The Contractor must work with health teams and discharge planning teams at each respective correctional facility to understand each Client's health needs and pre-release plan for connection to essential health services in the community. This may include Medi-Cal enrollment, intercounty transfers, and/or support in accessing other health insurance if Medi-Cal is unavailable (e.g., HealthPAC, VA, Medicare, etc.).

The Contractor must incorporate the Client's health care team contact information and scheduled appointments in their MAP. However, protected health information (PHI), diagnoses, and other information gathered by the Contractor to help them understand the Client's health needs should be retained by Contractor and omitted from the MAP.

When looking at health in terms of stability, the Contractor must consider the following:

* + - * 1. Mental Health
        2. Substance Use & Relapse Prevention
        3. Physical Health
        4. Health/Holistic Wellness

Cultural Practices

* + - * 1. Learning Differences
        2. Health Insurance
      1. **Employment**

The Contractor must help the Client determine a career path that meets both the Client’s immediate and long-term needs. The Contractor must work from a framework of helping Clients find the intersection between what they love to do, what they can be paid for and what employers need, to help match Clients with the education, training and support they need to be successful in their chosen career pathway.

The Contractor must be aware of the current and future workforce needs of local employers so that they may empower Clients to meet those needs. Ensuring Clients get a job or training is not enough, the Contractor must ensure Client’s MAP creates a clear pathway to help them reach their individual, long-term career goal(s) while accounting for their immediate employment needs. Contractor may work in collaboration with other contracted and Skilled Providers when exploring potential career pathways. The Contractor must make a conscious effort to ensure pathways are not limited by bias or ease and that each Client’s MAP is based on that Client’s strengths and desires.

Given the importance of stable, family supporting employment on Recidivism rates, the Contractor must emphasize placement into employment pathways that will connect the Client to high quality jobs with upward potential, which may require placement in an employment opportunity that will help meet the Client’s immediate needs along with connection to educational or training programs, particularly vocational and GED-based, and/or entrepreneurship programs that will help the Client gain the skill, capacity or experience needed for them to reach their those long-term goals.

An important aspect in building this part of the Client’s MAP is time. There are only so many hours in a day, and the Contractor must ensure each Client’s MAP is feasible and reasonable given the Client’s transportation needs, holistic wellness, and other demands on their time.

* + - 1. **Housing**

Securing stable housing can promote stability in other areas of life. When working with Clients to achieve housing stability, the Contractor must consider the Client’s short and long-term needs and desires, the affordability and permanency of their housing along with the Client’s safety and comfort. Housing options typically include emergency, transitional, temporary and permanent. When a Client is not able to secure permanent housing, their MAP should account for how they will transition from their temporary, emergency or transitional housing to more permanent housing.

In the event a client requires residential treatment, the Contractor will work to connect that Client to an Appropriate residential treatment option first and will collaborate with the residential treatment provider to assist Client with program discharge and their plan to transition to community housing.

All MAPs must consider the Client’s housing needs during and when off supervision. Contractor must assist Clients in connecting to community resources that can help them meet their housing needs once their supervision ends. Although housing programs specifically for the reentry community are few and far between, the reentry community may be eligible for housing based on other factors such as disability, income, age or veterans’ status. Contractor should look for existing housing supports available in the community when building a Client’s housing plan, e.g., the U.S. Department of Veteran Affairs (VA) have Reentry Specialist that can help veterans secure housing.

Contractor must take into consideration Client’s terms and conditions of Supervision when developing a Client’s MAP. For example, there are Clients who must register as sex offenders pursuant to Penal Code section 290, which may face restrictions on where they can live. These restrictions differ depending on the crime for which they were convicted, their Supervision status and any related conditions imposed on them. Contractor must take these restrictions into account and ensure the Client’s plan does not violate any restrictions on where they are allowed to live or work, etc. Working closely with the Client’s DPO or other Supervising agency will help mitigate these potential challenges.

* + - 1. **Social Networks**

The Contractor’s MAP must specifically and strategically emphasize the role of social networks and personal connections and include services that support building stronger Familial ties, offer mentorship opportunities, provide financial and life skills training, and domestic violence/safe homes education as indicated.

* + - * 1. Mentorship
        2. Pro-Social Activities
        3. Relationships – Understanding the importance of the impact of and a focus on building healthy relationships
        4. Family and Child Reunification
      1. **Skill Development**
         1. Education: Often, educational opportunities offer a bridge to help Clients travel from where they are to where they would like to go. There are a variety of educational programs for Clients to participate in, such as employment training, basic math/computer skills, college, GED preparation and testing, and vocational or career technical training. The Contractor must ensure educational programs are part of a larger overall pathway. Contractor must tailor each Client’s educational plan to their unique educational needs by taking into consideration where the Client is (age, education/basic skill level, etc.) and where they want to go (desired career field, living wage, where they prefer to live, etc.). The Contractor may work in collaboration with other Skilled Providers when exploring potential educational opportunities and career pathways.
         2. Interpersonal Skills: Programs that specifically develop interpersonal skills (such as anger management, time management, goal setting and parenting) and target antisocial peer relationships are important for successful reentry, as these factors, if neglected, have the highest indication for post-release failure. In addition, cognitive behavioral programs that target the attitudes and perspectives individuals have, have proven to be quite effective in reducing Recidivism.
         3. Coping and Anger Management Skills: Anger is a completely normal, usually healthy, human emotion, but when it gets out of control and turns destructive, it can lead to problems—problems at Client’s work, in their personal relationships, and in their overall quality of life. The Contractor must connect Clients who need it to programs that can help them learn how to manage their emotions not only to minimize potential consequences from angry outbursts, but to help them practice healthy ways to encourage better relationships with others and achieve a healthier outlook on life.
         4. Life Skills: The Contractor must help Clients identify and get connected to services to help them achieve the life skills necessary to achieve stability as they transition off Supervision, if not before. Life skills can be defined as abilities that enable humans to deal effectively with the demands and challenges of life. Life skills include daily living skills, communication skills, decision making skills, cooking and shopping skills, to name a few.
         5. Money Management Skills: Money management is the process of budgeting, saving, investing, spending or otherwise overseeing your finances. It is important that Clients can achieve financial stability and that starts with money management. The Contractor must connect Clients to resources that will help them start managing their finances so they’ll have a better perspective of where and how they’re spending money; the importance of credit; how to increase their savings; and how to control and potentially invest their money so they can achieve their financial goals. Clients MAP should also address any potential debts or wage garnishments the Client may be subject to and any social benefits (e.g., CalFresh, etc.) the Client may be entitled to. The Contractor must address client's need to initiate or address payment of Child Support Services, as well as available debt reduction programs/payment plans.
         6. Cognitive Behavioral Interventions (CBI), Mindset and Emotions: CBI has the potential for increasing participant insight on thinking and behavioral patterns. CBI is useful in supporting clients to develop tools and alternate responses to address problematic patterns. These interventions may supplement and compliment other MAP factors.

1. **Client Assessments**

In-depth Client assessments should be done on all Clients. The assessments need to allow the assessor to gain a deep understanding of the Client, their family, interests, strengths, needs and goals in the Five Fundamental Areas of a Stable Life (FFASL), at a minimum. Assessments may also consider the Client’s dynamic risk factors, which may require engagement with the Client’s DPO or other supervising agency and access to the Client’s COMPAS assessment.

All assessments used by the Contractor must be pre-approved by ACPD before they may be used with Clients. Assessments, where possible, should be backed by data/research that supports their efficacy within the Reentry population. Multiple assessments may be needed to get the full picture necessary for the Contractor to form the Client’s MAP. ACPD reserves the right to choose the assessment(s) the Contractor must use.

Client assessments should be comprehensive enough that the programs the Client is referred to, where possible, do not have to do their own independent assessment. Determining what is required will require collaborating with partner agencies to ensure all the information they need to be captured is being captured. Some programs may need to do additional specialized, supplemental assessments, but those assessments should not require repeated assessments to access the same core information obtained by the Contractor’s assessment.

Client assessments must access, at a minimum, the following:

* + - 1. Client’s interest, desires and goals
      2. Client’s needs – immediate and future
      3. Client’s employment readiness, history, skills, desire and goals
      4. Client’s education history, level, need and desires
      5. Client’s motivation and mindset
      6. Client’s barriers, including the need for work documents, Family reunification, Child Support, record expungement, etc.
      7. Client’s current housing situation, stability and goals
      8. Client’s level of financial stability and fiscal knowledge
      9. Client’s family, support network/system and interpersonal skills
      10. Client’s likes, desires and habits
      11. Client’s health and wellness needs, including health insurance; Client’s mental health, physical health and holistic wellness; identification and access to primary care, Enhanced Care Management, substance use services, medication, etc.
      12. Any other information needed to get a full picture of the Client, especially factors relating to their FFASL
      13. Client assessments may also consider the Client’s risk level – information will most likely come from the Client’s COMPAS assessment

Client assessments will need to be redone as the Client’s situation, needs or desires change and as they progress through their MAP. The Contractor must reassess Clients as needed and re-examine all Client assessments minimally every quarter.

The Contractor must make an effort to understand each Client’s individual needs, skills and strengths, which requires building trust with the Client. The time spent with the Client during the assessment process should be utilized to begin building trust. Many Clients may not know what to expect when returning home. Many of the relationships from their life before incarceration may be broken or strained, including Family connections, which can be exacerbated by terms of release that restrict contact with Family or friends who have criminal histories. Employment, housing, and public benefits are typically lost. In order for Clients to be willing to share their full and complete story, the Contractor must put forth effort to help Clients understand that their Staff is there to help and assist the Client in mapping out a plan that allows them to meet their needs and achieve their personal goals.

The Contractor must use the Client assessments to inform the Client’s MAP.

1. **Comprehensive Stability Action Plan**
   * + 1. Contractor must create a MAP for each Client that specifically addresses each Client’s unique needs, strengths, challenges and goals. Each Client’s MAP must be comprehensive and holistic. Additionally, each MAP must address the five factors laid out above that speak to stability – Health, Employment, Skill Development, Social Networks and Housing. The MAP must also consider all the Client’s needs and goals from their release from incarceration through termination of their supervision and beyond, which will require, where possible, engaging the Client pre-release. The MAP should incorporate needed resources while incarcerated, i.e., connecting Clients to Medication Assisted Treatment (MAT) while they are in custody in Santa Rita Jail, in addition to making sure they are able to access and maintain MAT services in the community during supervision. The MAP must also include a plan for addressing and connecting Clients to public benefits including health care, record clearing, addressing court-ordered fines and fees, supervision requirements and when applicable, resources and information for undocumented Clients.
       2. The Client’s MAP should start at the earliest possible stage. The Contractor may get a Client at any of the following stages:

**Stage 1 – Pre-Release**: The first stage of the MAP should include steps to be carried out while the Client is incarcerated that prepare them for release or for those Clients who are not incarcerated, the next steps for them as they leave the courthouse.

**Stage 2 – Immediate Post Release**: The second stage of the MAP should include steps to be carried out and, resources and supports available to the Client immediately upon release from incarceration. This may include arrangements for transportation upon release directly home, to a housing program or other reentry program.

**Stage 3 – Under Supervision**: The third stage of the MAP should include steps to be carried out and resources and supports available to Clients during their period of Supervision.

**Stage 4 – Termination from Probation/Discharge Plan**: The fourth stage of the MAP should include steps to be carried out in preparation for the Participants discharge from supervision and resources and supports that are available to them after their Supervision is terminated.

* + - 1. Having to connect to navigate multiple services can be difficult, especially without money, reliable transportation, stable housing and access to health services. It is important that the Contractor not set the Client up to fail. The Client’s MAP must consider and include a timeline and the amount of time needed per week to engage in all the recommended programming, including the time needed to get from place to place and the Client’s cost of and access to transportation. When needed, the Contractor must ensure MAPs includes a plan for how the Client will get to and pay for any cost associated with the services they are accessing, including transportation cost.
      2. Each program recommended in the Client’s MAP should include a description of the program and a reason why that particular Client is being connected to that particular program.
      3. The Contractor must have Staff that has access to utilize the Community Health Record and Social Health Information Exchange (SHIE) to understand Client’s needs inclusive of health and whole person care and incorporate this into the Client’s MAP.
      4. The Contractor must work with each Client to develop the Client’s MAP.
      5. When Appropriate, Contractor may be required to engage with ACPD, other programs and agencies in addition to the Client when developing the Client’s MAP.
      6. Updates to Client’s MAP: Staff are tasked with understanding the different strengths and challenges each Client’s faces so they can recommend appropriate programs or community resources and supports and to remove any barriers preventing Clients from benefitting from the comprehensive programs laid out in their MAP. As Client’s progress, at an appropriate pace based on their motivation, participation and change in thinking, the Client’s MAP should be re-examined and updated to meet the Client’s current needs/goals.

1. **Collaborative Reentry Coordination**
2. Clients in the Reentry population tend to be served by multiple systems of care and may have multiple service coordinators, as well as a DPO. The Contractor must collaborate and foster relationships with the Participant’s DPO – the Client’s primary Case Manager – other ACPD Staff and contracted and non-contracted Service Providers, including the CORE.
3. Those relationships will help the Contractor create a united system of supportive services to help the Client along their reentry journey. The Contractor must coordinate/collaborate across all service systems (e.g., with healthcare, mental health, social services, housing providers, etc.) as well as with DPOs, Supervision staff and others providing services and/or Case Management functions for the same Client, with the goal of maximizing coordination and minimizing Client assessments and redundancy in supports.
4. Contractor must arrange for and participate in collaborative case conferences with the DPO, Participant, Participant’s natural supports, and other Appropriate resources and Skilled Providers.
5. **Service Navigation and Linkage to Contracted and Non-Contracted Service Providers and Resources**

The Contractor and their Staff must have knowledge of AB 109-funded and non-AB 109-funded supportive services and resources and how to choose Appropriate programs and services for Clients that match their unique circumstances, risks, goals and needs. The Contractor shall have specialist(s) on Staff with a deep understanding of and experience navigating the following pathways:

* + - 1. Primary Care/Mental Health/SUD: Contractor’s health and wellness specialist must have access to the County health record systems (e.g., Community Health Record and Clinician's Gateway).
      2. Reentry Housing
      3. Education, training and employment pathways

1. **Ongoing Support and Oversight**

All Participants must receive ongoing support and adjustments to their MAP based on their individual needs. Re-examination of each MAP should be done on an as-needed basis, but at least quarterly. As Appropriate, Clients must be included in the re-examination of their MAP.

## OUTREACH AND ENGAGEMENT REQUIREMENTS

1. Contractor must conduct regular and ongoing outreach and engagement activities throughout Alameda County to maintain and strengthen existing relationships, develop new relationships with community providers and DPOs, and expand their network of regional resources.
2. **Program Outreach**
3. Contractor must establish partnerships with government agencies, community-based organizations, businesses, and other local resources and service providers.
4. Contractor must, over the course of the contract, regularly invite government agencies, community-based organizations, businesses and other resources and Skilled Providers to present information about their programs and resources to Program Staff so Staff are aware of the resources available in the community and can effectively connect Clients to those resources.
5. Contractor must over the course of the contract, regularly present their program to DPO’s, ACPD Staff and other contracted and non-contracted providers to ensure referral partners are aware of and knowledgeable about the program so they can properly identify and refer Appropriate Clients.
6. Contractor must have or establish relationships with pre-release programs in jails/prisons serving the County to allow for pre-release Client engagement and provide continuity of support upon release.
7. **Celebrate Success**
8. Celebrate the success of participants and Staff to increase Staff morale, amplify the positive experiences of Participants and allow Participants to see that the goals they are set on achieving are possible.
9. **Funding Acknowledgement**. The Contractor must ensure all representations, presentations, advertisements (oral or written), written materials, publications and electronic media produced with funds from this Contract and/or pertaining to an AB109-funded project or the Realignment eligible population being serviced by this Contract include a funding acknowledgment statement.
10. The funding statement for all verbal or oral communication, both live and pre-recorded, must include a version of the following:
    * + 1. This service/These services wouldn’t be available if it weren’t for AB109 funding and the support of the Alameda County Probation Department.

The statement must include ACPD’s full name with no abbreviations, “Alameda County Probation Department,” no abbreviations, the full name must be stated.

The statement must include a reference to AB 109-funding being the program’s funding source.

1. The funding statement on written materials, publications and electronic media must include the following:
   * + 1. The following statement: “This work is funded by AB 109 and supported by Alameda County Probation Department [Master Contract No. 902223]”

Statement must include ACPD’s full name, “Alameda County Probation Department,” with no abbreviations, the full name must be written out.

* + - 1. An approved ACPD logo.
      2. The Contract number in square brackets.

1. All written materials, publications, and electronic media, which include the funding statement and logo, must be submitted to ACPD for written approval of the name and logo before mass production and/or distribution. Please see the following example of a funding statement:

*Logo

Description automatically generated*

*This work is funded by AB 109 and supported by the Alameda County Probation Department [Master Contract No. 902223].*

## ADMINISTRATIVE REQUIREMENTS

* + 1. **Separate Administrative and Fiscal Management**: The Contractor must keep the administrative and fiscal activities of the contracted program(s) resulting from this RFP separate and distinct from other activities.
    2. **Referral Process**: Referrals may come to the Contractor in several ways, including, but not limited to, the following:
       1. Referrals may be identified and referred to the Contractor by a DPO.
          1. Referrals from the DPOs will be provided through the Provider Portal, Enterprise Supervision or similar system, that the Contractor must use. ACPD will provide the necessary training at no cost to the Contractor.
          2. Official connections via the Provider Portal will come from ACPD staff because the current system only allows ACPD staff to enter a referral into the system. Generally, most ACPD referrals will come from the Client’s DPO or staff in ACPD’s Investigation Unit.
          3. The Contractor may also receive referrals from ACPD staff housed at ACPD’s Center of Reentry Excellence (CORE). Since Staff will be housed within Probation offices, initial contact with Clients may also come from the DPO or CORE staff via a warm handoff. Contractor must work with these Clients despite the referral not being initiated via the Provider Portal. After initial contact, the Contractor must ensure the referral is added to the Provider Portal. Regardless as to who enters the referral into the system or how the Client initially connects with the program, the DPO or other supervising agency should be kept abreast of the Client’s enrollment, MAP and progress.
       2. Other ways Clients may also be connected to the program include, but are not limited to the following:
          1. The Contractor (reverse-referral);
          2. Court staff;
          3. Santa Rita Jail staff;
          4. Participants/Clients (via self-referral or simply walking in to receive services); and
          5. Other community-based organizations or individuals/community members
       3. The Contractor is responsible for verifying the Client’s Realignment eligibility. Contractor will only be compensated for Participants who are Realignment eligible.
    3. Have and Keep Updated Program Information on Reentry Websites
       1. Contractor(s) must have information about their program on the following websites, 2-1-1, Alameda County’s Get Out Stay Out, CORE, ACPD, and FindHelp.org. The Contractor(s) must ensure their program information, including contact information if applicable, is up to date.
    4. **Participant Release/Consent Information**:
       1. Contractor must obtain releases from each Participant to collect Participant-level data, including personal identifying information (PII) and provide such data to ACPD. If the Contractor cannot obtain a release from a Participant because the Participant refuses to sign a release, Contractor must report the refusal to ACPD within 48 hours of the refusal via the Provider Portal and an email to both the DPO and the Reentry Services Coordinator.
       2. The Contractor must also obtain Participant releases to communicate about the Client and share PII with other Providers the Client is working with to allow for case collaboration and coordination. If the Participant refuses, their refusal must be reported to ACPD within 48 hours via the Provider Portal and an email to both the DPO and Reentry Services Coordinator.

## STAFFING REQUIREMENTS

* + 1. **Program Staffing**: Contractor must not interpret or conclude that anything written in this RFP or communicated during the RFP process is meant to suggest ACPD is a joint employer with the Contractor.

The Contractor must ensure Program Staff adhere to all national and regional best practice standards for service delivery and communication/engagement with Clients, including, but not limited to those listed in the *General Requirements: Culture, Values and Guiding Principles* section.

The Contractor must notify ACPD of any changes in Staff within 24 business hours of the change. Appropriate ACPD Staff to receive notice will be identified during the Program Kickoff.

The Contractor must employ reentry coordination Staff with the experience and expertise required to help Clients develop a comprehensive MAP within the following areas: Health, Employment, Housing, Social Networks and Skill Development.

* + - 1. **Employment**: The Contractor must have specialist with extensive knowledge of what it takes to be successful in different employment pathways and what education, training and employment resources are available to the Client.
      2. **Housing**: The Contractor must have specialists with extensive knowledge of local housing options, programs and resources. When connecting a Client to a housing program, the goal should always be helping the Client secure a sustainable, permanent living situation.
      3. **Health**: The Contractor must have a specialist who can identify the Client's health and wellness needs and connect them to necessary health services including insurance, primary health, mental health, Medication Assisted Treatment (MAT), and substance use services. Creating the trust needed to get people to open-up and the skills required to identify health needs requires special training. The Contractor must ensure a member of their Staff is adequately trained to be able to work with the reentry population, identify the Client’s needs and has knowledge of available resources.
      4. **Social Networks**: The Contractor must have a specialist who has extensive knowledge of and understands the importance of social connections. The Contractor’s specialist must be capable of specifically and strategically emphasize the role of Family connection and sharing/promoting services that support building stronger Familial ties, mentorship relationships, financial and life skills training, domestic violence prevention and safe homes programs.
      5. **Skill Development**: The Contractor must have specialists who know the importance of life skills and the different life skill programs and resources in the community that Clients can connect to, to support them in building life skills. Life skills help Clients develop problem solving skills and find new ways of thinking; they help people take responsibility for their actions and build confidence while motivating healthy behaviors.
    1. **Minimum Required Staff**: The Contractor must have Staff located at each of the following locations during their operating hours to start building trust with clients, inform clients about the services available and when applicable, work with clients to build their MAP:
       1. ACPD’s Center of Reentry Excellence (CORE) in Oakland and Hayward.
       2. ACPD’s offices in Oakland, Hayward and Dublin.
       3. In Alameda County Court Rooms, as directed by ACPD.
       4. Santa Rita Jail – Contractor must have Staff dedicated to coordinating with jail Staff to connect with and serve Clients pre-release. This will require, as permitted by the jail, a consistent presence at Santa Rita Jail.
    2. **Quality Assurance and Data Administrator:** There is a significant number of reporting requirements, data metrics and administrative requirements, in addition to whatever quality assurance metrics the Contractor decides to implement. For these reasons, it is highly suggested that the Contractor have as part of their Staff a person or persons who are responsible for these functions as to not overwhelm the Program Staff.
    3. **Health Care Record Access &** **Homeless Management Information System (HMIS)**: Contra The ctor must have Staff that has access to utilize the Community Health Record (CHR) and Social Health Information Exchange (SHIE) to understand Client’s needs inclusive of health and whole person care and incorporate this into the Client’s MAP. Staff must also have access to the Homeless Management Information System (HMIS).
    4. **Formerly Incarcerated Staff:** Formerly incarcerated individuals are known to be highly effective, especially in peer-to-peer mentoring. They can serve as role models and credible messengers, provide shared perspective, and demonstrate to Participants that their goals are attainable. Contractor must incorporate formerly incarcerated individuals into their staffing for this Program. Feedback from Staff with Lived Experience must be included in the Program’s quality assurance and continuous improvement processes.
       1. Any staff actively under ACPD supervision cannot be stationed at ACPD’s offices.
    5. **Bilingual Staff**: The Contractor should actively seek out bilingual Staff to help increase Client’s access to CRSP services regardless of what language the Client speaks. Spanish speaking staff are often critically needed given our Client population.
    6. **Staff Background Checks**: The Contractor shall have a plan to ensure background checks are completed on all employees, contractors, volunteers, and consultants who have regular contact and/or unsupervised private contact with adults served by the organization. The Contractor must include in background checks verification of educational credentials, training(s), employment experience, and driving records (for those who will transport participants). Required background checks must include the following: state or tribal criminal history records (including fingerprint checks), sex offender registry checks, and any other checks required by state law. The Contractor must be prepared, periodically throughout the contract term, to verify with ACPD the completion of background checks on all Staff.

For Staff working in ACPD offices, prisons or jails additional background checks and verifications may be required.

* + 1. **Job Descriptions**: The Contractor must have and maintain current job descriptions on file with ACPD for all personnel whose salaries, wages, and benefits are funded through this Contract. Job descriptions must specify the minimum qualifications for services to be performed and must be provided to ACPD for approval, which will not be unreasonably withheld. Contractor must submit revised job descriptions to ACPD for approval before implementing any changes or employing persons who do not meet the minimum qualifications, approval of which will not be unreasonably withheld.
    2. **Staff Retention & Development**: Staff retention is extremely important when working with the Reentry population because often, relationships are the intervention. If the Staff that Participants and partners are engaging with are constantly changing, those relationships will be unstable. To help maintain stability, the Contractor must prioritize Staff retention. Staff retention is often the result of Staff feeling like they are valued (e.g., living wages and being heard/opportunities to influence change) and when Staff is given the opportunity to sharpen their current skills and develop new skills.
       1. **Professional Development**. The Contractor must provide Staff with professional development opportunities. The Contractor must ensure these opportunities prepare Staff to take on new roles and responsibilities and enhance Staff’s ability to effectively serve Participants, including addressing trauma arising from incarceration and education about the unique barriers created by a criminal record.
    3. **Staff Training**: The Contractor must provide Staff with regular trainings. ACPD aims to support the Contractor’s efforts to continuously improve their practices, programs and services. As such, ACPD will require Contractor and their Appropriate Staff to attend various trainings and professional development opportunities. Training may be conducted by ACPD or other organizations.

ACPD may require training in a variety of subjects related to quality assurance and program improvement, including operational requirements, Reentry program practices and quality standards and practices. The Contractor must ensure Appropriate Staff members attend these trainings. Examples of trainings include, but are not limited to, the following: Core Competencies for working with those impacted by the criminal legal system, Evidence-Based Practices, and overdose prevention (including training on how to administer Narcan, which must be part of the Contractor’s on-site first aid kit).

Trainings required by ACPD will be provided at no cost to the Contractor and may be offered either at the Contractor’s place of business or off-site (to be determined by the training provider).

Provider Portal Training will be provided to Contractor’s Staff by ACPD at no cost to Contractor. The Contractor must make all Appropriate Staff available for training on the Provider Portal after the execution of the Contract. After the initial training, the training of additional or new Staff members will be the responsibility of the Contractor, not ACPD.

## PERFORMANCE MEASURES

This will be a performance-based Contract with measurable objectives and standards. Objective measures will allow the County to determine whether Clients are better off because of the services provided; performance standards provide an example of the level of minimum expected performance under the contract; and the goals reflect the desired outcomes.

ACPD reserves the right to request any other data or measures not identified in this RFP.

Performance measures with an asterisk (\*) will not be required to be produced in the monthly report. This data must be collected and made available upon request or minimally, on a quarterly basis.

The Contractor must document all program progress through monthly, quarterly, annual and term-end reports in a form, format and submission timeline determined by ACPD. The Contractor must collect, track, record, maintain and report on the following data:

* + 1. **Demographic Data**
       1. Name
       2. Probation case number (if applicable)
       3. Date of birth
       4. Address
       5. Contact information, e.g., email, phone number, social media, etc.
       6. Participant descriptive information, e.g., gender, ethnicity, etc.
    2. **Qualitative Data:** The Contractor must have multiple methods in place to collect and share qualitative data, including data on Participant’s viewpoint of the Program, Participant’s quality of life throughout the program, and the Participant’s success stories, needs and challenges. Qualitative data captures information that is descriptive and not easily measured or counted. Often qualitative data is expressed in terms of feelings rather than numerical values, and collected through questionnaires, interviews, focus groups or observation.
    3. **Objective #1: Number of People Served Meets Need**
       1. **Performance Measures:**
          1. The number of Clients referred to the program by Client, need (reason for referral), referral source, referral date and referral type
          2. Length of time it took Contractor to connect with referred Client, by Client, date, time, result of each attempted contact, any status change (e.g., referral to referral accepted, etc.)
          3. Number of program Participants by Participant, date and status (e.g., referral accepted, enrolled, active, waitlist, etc.)
          4. Length of time between changes in status, e.g., referral, referral accepted, active, waitlist, exit, etc.
       2. **Goal:**
          1. At least 70% of referred Clients were contacted within 2 business hours of referral.
          2. All referrals were reached out to within 72 hours of referral.
       3. **Standards:**
          1. 20% of all Clients referred were contacted within 2 hrs. of referral.
          2. 70% of all referrals were contacted within 72 hours of referral.
          3. 50% of referrals are enrolled in the program.
          4. At least 2 Clients per month, or 20% of eligible Clients, whichever is greater, connected to the program pre-release (in-custody).
    4. **Objective #2: Successful Client Engagement**
       1. **Performance Measures:**
          1. Client’s need based on Client disclosure by Client, date, need and immediacy of need.
          2. Client need based on an assessment by the Client, date, need l and immediacy of need.
          3. Client goals by Client, date, goal, and expected length of time it will take to attain.
          4. Services received (e.g., Client assessment, MAP, etc.) by Client, date, length of time it took to complete and type.\*
          5. Total number of Clients with a MAP.
          6. Number of linkages made by Client, date and type of linkage, who Client was linked to and the result of that linkage.
          7. Number of Client contacts, by date, time (if possible), reason and outcome.
          8. Level of engagement with Client (e.g., Client active in the program, Client hard to reach/engage, etc.).\*
          9. Mechanisms used to increase Client engagement (stipend payments, mentors, etc.) by Client, date, reason and outcome. \*
       2. **Goals*:***
          1. 80% of Clients received a complete MAP.
          2. 100% of Client MAPs incorporate assessment results for all five FFASL: Health, Housing, Employment, Skill Building and Social Networks.
          3. 100% of the MAPs include a Stage 4 plan.
          4. 90% of the MAPs include plans for Stages 2 through 4.
          5. 30% of Client MAPs include a Stage 1 plan.
          6. 80% of Clients engaged in at least one collaborative case conference per year.
          7. 70% of Clients enrolled in the program successfully complete the program; successful completion means a client has met or exceeded their MAP milestones.
          8. 50% of Clients were able to reach stability before transferring off of probation.
          9. 90% of Client linkages were made with a Warm Handoff.
       3. **Standards*:***
          1. 30% of Clients enrolled in the program were able to reach stability prior to transferring off Supervision.
          2. 40% of Clients engaged in at least one collaborative case conference per year.
    5. **Objective #3: Client Impact – Program Produced Positive Outcomes for Participants**
       1. **Performance Measures:**
          1. Client impact data by client, date, type and result, including, but not limited to, the following:

Client’s progress in the program.\*

Client’s satisfaction with their MAP progress.\*

Client’s progress in their MAP by Client, the date, the milestone reached, the actual length of time to reach milestone and the expected length of time allotted to reach milestone.\*

Number of Clients that reach stability by the individual, date, area of stability (FFASL) and length of time taken.

Number of needs met, by Client, type of need, immediacy, and expected and actual length of time to meet need.

For Clients in need of transportation assistance, track assistance by Client, date, type of assistance offered, and starting and destination points.

Number of goals met, by Client, goal type, expected and actual length of time to meet goal.

* + - 1. **Goals*:***
         1. 60% of Clients meet or exceed their MAP milestones/goals.
         2. 40% of Clients reach stability in at least three of the five FFASL prior to termination from supervision.
         3. 50% of Clients are on track and meeting their goals/needs as identified in their MAP.
      2. **Standard:**
         1. Less than 10% of Clients disengage from their MAP.
    1. **Objective #4: Program Exits Primarily Due to Participant Success**
       1. **Performance Measures:**
          1. Program exits by individual, date, reason for exit and length of enrollment and the following:

Whether or not the Client needs additional support, and the type of support needed.

Any services/resources the Client was connected to upon exit.

Whether or not Client reached stability in any of the FFASL.

What level of stability the Client is exiting with in each of the FFASL (e.g., reunited with children, permanent housing and full-time living wage employment).

* + - 1. **Goal:**
         1. 70% of program exits will be due to completion of stage 4
    1. **Objective #5: Effective System Coordination**
       1. **Performance Measures:**
          1. Number and amount of collaborative case conferences held, by Client, date, type, Participants, reason and outcome.
          2. Number of referrals by Client, agency, resource type and outcome.
          3. Number of services needed by Clients, service type and frequency of need.
          4. Partnership agency by agency type (government, CBO, etc.), agency name, number of Clients connected, the reason for connection, the outcome of connection and the challenges with connection.
       2. **Goals:**
          1. 70% of Clients successfully engaged in the programs and/or services identified in their MAP.
          2. The Contractor had or developed credible and reliable referral partners to meet the Participant’s needs, whether expressed or assessed.
          3. Every Client received a collaborative case conference as needed, but minimally once during Phase 2 and once during Phase 3.
       3. **Standards:**
          1. Less than 10% of Participants did not engage in the programs and/or services identified in their MAP.
    2. **Objective #6: Representation of Formerly Incarcerated & Bi-lingual Staff**
       1. **Performance Measures:**
          1. The total number and percent of formerly incarcerated Staff.
          2. Wage and benefits of all formerly incarcerated Staff by title and time frame.
          3. The total number of Staff that can assist Clients in a language other than English, which language and the number of people served
       2. **Goals:**
          1. Minimally, 80% of all Staff should be formerly incarcerated.
          2. At least 20% of all upper and middle management are formerly incarcerated.
          3. All formerly incarcerated Staff earn a living wage.
          4. At least 1 Spanish speaking staff member.
       3. **Standards:**
          1. At least 30% of all Staff are formerly incarcerated.
          2. At least 1 person in upper and 1 person in middle management is formerly incarcerated.
          3. At least 1 bilingual staff member.
    3. **Objective #7: Staff Retention**
       1. **Performance Measures:**
          1. Length of time of employment – the number of months each Staff member has worked for the Program by Staff member; date employed; date released/left and why; and rate of pay.
          2. Staff training offered – by date, type, location, qualifications/who was invited to participate, awards/certs received, who participated and who achieved an award/cert.
          3. Staff pay rates – pay rates, including benefits, of all Staff members must be reported.\*

Any changes in pay rates, including benefits must be reported monthly by title and time frame.

* + - 1. **Goals:**
         1. In addition to all ACPD required training, all Staff will complete all Appropriate training available to keep them updated on the latest EBP and improve their ability to provide services.
         2. The Contractor will provide new skill building, training or informational opportunities to Staff every month.
         3. The difference between pay for the highest-wage Staff and lowest wage Staff is no more than 65-to-1.
      2. **Standards:**
         1. All ACPD required trainings were completed by Appropriate staff.

## REPORTING REQUIREMENTS

* + 1. **Reporting Frequency:** Which ACPD staff Contractor must report to will be shared during the Program Kickoff. ACPD reserves the right to change who is designated to receive the information requested and how it must be delivered. The frequency of data reporting by the Contractor may be finalized during negotiations or shared during the Program Kickoff meeting; however, at a minimum, the Contractor must report the following data and information in the given timeframes:
       1. **Adverse Events**: The Contractor must report adverse events, including disciplinary actions and unplanned Program discharges, within 24 hours of the event. The Contractor may call ACPD to report the event, but they must report the event in writing via both the Provider Portal and a separate email to the DPO.
       2. **Changes in Staff**: The Contractor must notify ACPD of any changes in Staff within one (1) business day of the change, including Staff terminations.
       3. **Stipend and/or Incentive Payments**: The Contractor must keep a record of stipend/incentive payments in the Provider Portal and report said payments to the Client’s DPO or other Supervising agency within 48 hours of payment.
       4. **Referrals**: Referrals must be acknowledged in the Provider Portal within 48 business hours of when the referral was made. The Contractor will use the Provider Portal to confirm receipt of the referral and update the referral status for each Participant.
       5. **Participant Data**: Participant data must be uploaded into the Provider Portal and/or any other online data systems identified by ACPD within 72 hours of service delivery to prevent data loss. Data should be reported by Participant and date. All Participant and outcome data must be accessible and shared with ACPD as identified in this RFP or, if not specifically identified, minimally every 30-days.
       6. **Performance Measures**: Submission of data in the Provider Portal must be completed within 72 business hours of service delivery to prevent data loss.
    2. **Monthly Reports & Invoices**

Monthly invoices must be submitted by the 10th of each month (or the next business day when the 10th is on a weekend or holiday). Each invoice must include expenses for the previous month of service (for example the December 10th report should include November expenses).

Every month, the Contractor must ensure all demographic information and performance measures are reported to ACPD along with their invoice by the 10th of each month (or the next business day when the 10th is on a weekend or holiday).

All data submitted in the monthly report should include data for the previous month of service (for example the December 10th report should include November data).

Invoices may not be processed if the information in the Provider Portal has not been thoroughly updated. Invoices may not be processed if accurate monthly report data with supporting documentation is not received by ACPD.

All data provided in the monthly report, Provider Portal and any other means of reporting must align with the request for payment detailed in the invoice.

Submission of invoices, reports, and other deliverables, including supporting documentation, must be made in a timely manner along with supporting documentation.

Invoices may not be processed if all required supporting documentation is not submitted along with the invoice. All invoice submissions must include the required itemized receipts and/or additional supplemental documentation before reimbursements will be approved.

Cost reimbursement shall be of actual, reasonable, necessary, and allowable costs incurred up to the maximum compensation for the performance of services as specified in the Budget and Budget Narrative in the contract.

**Reentry Hiring Program**: In 2016 the Board of Supervisors and a host of community advocates established the Reentry Hiring Program. The program focuses on facilitating employment opportunities for the hardest to employ, which includes individuals supervised by the ACPD. In support of these initiatives, the Contractor must report monthly on how many individuals with criminal justice involvement (CJSI) are being employed by their agency. The Contractor will need to complete a web-based Staffing report by the 10th of every month as part of the invoice submissions.

* + 1. **Quarterly Narrative Reports**

In addition to monthly data reports, the Contractor must submit a quarterly narrative progress report to the ACPD Contract Manager and designated Reentry Services Coordinator or designee, discussing the outcomes, goals and standards of each performance measure on a quarterly basis. Additionally, the quarterly report must include data and information pertaining to the performance measures with an asterisk (\*).

Quarterly narrative reports are due January 15th (October through December), April 15th (January through March), July 15th (April through June) and October 15th (July through September) of each year of the Contract period.

The information provided in the quarterly progress reports shall include, but is not limited to, the following:

* + - 1. A description of the Contractor’s progress in providing services.
      2. A cumulative description of the work and services provided.
      3. Any difficulties or special problems encountered.
      4. Any pertinent facts or interim findings.
      5. An overview of the Performance Standards and whether those standards have been met.
      6. A narrative addressing whether the Contractor is meeting the goals and expectations of this RFP. The narrative should include all explanatory, extenuating, or mitigating circumstances.
      7. Specific description of quality assurance processes, results thereof, and any resulting recommendations or changes.
      8. Performance measures with an asterisk (\*).
    1. **Annual Narrative Reports:** Annually, as part of the January 15th quarterly report, the Contractor must include recommendations on how to improve service access, utilization and engagement efforts based on the previous year’s progress.
    2. **Final Activity Report:** No later than thirty (30) days following the expiration or termination of this Contract, whichever comes first, the Contractor shall provide ACPD a written Final Activity Report which shall include, but not be limited to, an evaluation of the quantity, quality, and impact of the work undertaken in conducting services provided under this Contract.
    3. **Presentations at the County’s** [Realignment/Reentry Meetings](https://acgovt-my.sharepoint.com/:b:/g/personal/jagrigsby_acgov_org/EWHBNetrKJZAlPWsHuwnZnABMtVKkMJIR_peAgc75ZxSig?e=Jt5WcY)**:** At the request of ACPD, the must attend the County’s Realignment/Reentry meetings to report on their program, data and analysis.
    4. **Provider Portal Reporting**: The Contractor must internally track, collect and maintain data relating to the Contract resulting from this RFP. Contractor must share that data with ACPD. Data may be shared by entering it into the Provider Portal, other online data system identified by ACPD, or any other mechanism determined by ACPD.

Contractor must use the Provider Portal to confirm receipt of referrals, update status of each referral, share the Client’s MAP, provide Client service outcomes, and report on Client engagement, benchmarks achieved, and challenges faced.

* + 1. **Equipment Inventory:** Any and all equipment purchased utilizing ACPD or AB109-funds and any and all intellectual property, including licenses or rights to use, sketches, drawings and other materials or documents prepared by Contractor pursuant to or in connection with this RFP are the property of the County from the moment of their preparation and Contractor must deliver such materials and documents to ACPD whenever ACPD request.

The Contractor must keep an inventory of all property purchased utilizing AB109funding. The inventory must be updated on a regular basis and no less than once each July. Thirty (30) days prior to Contract termination, the Contractor must provide the County with an updated inventory that includes the location of all the items purchased, including, but not limited to, the following:

* + - 1. Contractor’s inventory must include all furniture, computers, copiers, printers, telecommunication equipment, office supplies, and all other tangible items purchased with funds from this Contract.
      2. Contractor’s inventory must also include any computer software, licenses, or rights to use purchased with funds from this Contract.

The County and Contractor must meet before the termination of the Contract to review an inventory list.

The County will notify the Contractor of what items on the list will transfer to the County and which items will not transfer to the County’s possession. The items that do not transfer to the County the Contractor must responsibly, and at its own cost, dispose of. Any items that were the responsibility of the Contractor to dispose of that remain after the Contractor stops providing CRSP services, the County may dispose of and deduct the cost of disposal from payments due to the Contractor.

* + 1. **Non-Realignment Funded Services:** The Contractor must, within fourteen (14) days of Contract execution, submit a detailed list of all the services they have available for Participants after they transition off of Supervision and no longer qualify for AB109-funded services. At a minimum, the list provided must include the type of service provided, eligibility criteria and the anticipated duration of services. Any changes in the services offered, must be communicated in writing to the ACPD Reentry Services Unit within fourteen (14) days of the change.
    2. **Alcohol and Drug Use Policy:** This program will be housed in locations where alcohol and non-prescribed drug use is not tolerated. Within thirty (30) days of Contract execution, the Contractor must provide ACPD with a copy of its written alcohol and drug use policy.

## QUALITY ASSURANCE & EVALUATION REQUIREMENTS

* + 1. **Contractor’s Quality Management Process:**

1. Contractor must create and utilize an ACPD approved quality management process. Quality management is the strategic approach to quality assurance (QA), which includes planning and adapting as well as evaluation. Whereas QA helps you identify potential problems and challenges, quality management allows the Contractor to take the feedback from the QA process and implement changes to minimize the identified problems and ensure the Client’s experience is aligned with Contractor’s values, priorities and contractual requirements.
2. Quality Assurance: Quality assurance (QA) is generally focused on how processes are performed, how services are delivered, and the prevention of mistakes being made through the creation and evaluation of processes, strategies, and internal policies. QA is vital when checking to see if your Program is meeting your legal and contractual requirements. Usually, Contractors QA processes will have a “checklist” of standards to mark services against in order to determine whether Staff is consistently providing what the Contractor considers to be “quality” services. To do that Contractor must develop operational standards and controls to measure whether their results match their desired outcomes and ensure those measures and expectations are shared with all Applicable Staff.
3. Contractors may create their own QA process, or they may follow the standard *Plan, Do, Check and Adjust* (PDCA) model, which encompasses the following steps:
   * + - 1. **Plan:** The planning phase is where the initial quality standards or “checklist” are drawn up and decided upon. Whether you’re following a standardized framework or not, this is where your quality manager(s) will decide what “quality” means for your program, service, and/or team.

When developing or updating the standardized framework, Contractor should be gaining feedback and insight from participants and holding discussions with Staff, and ACPD, listening to their perspectives, and coming to understand together what quality service looks like.

The Contractor’s QA process will need to be modified over time. The process should always be in service to the goal of delivering higher-quality, client-driven services, so do not hesitate to modify it when you identify issues.

ACPD must be given a copy of Contractor’s quality measures/standardized framework for ACPD’s review, modification and approval before it is put into use. ACPD should be given a minimum of seven business days to review and approve all QA processes and standards.

* + - * 1. **Do:** The ‘do’ phase is simply where Contractor will carry out the processes and procedures, they defined in the planning phase. It is important to have ways to monitor the work that is being done. Data collection, Staff monitoring, and stakeholder feedback are all ways to monitor performance. It is important to keep an eye out for any confusion, disengagement, or training issues and ensure Staff monitoring practices are used to reward rather than punish.
        2. **Check:** In this phase, Contractor collects data to see how well things are performing based on the criteria they designed. Contractor will compare actual outcomes with their expected ones and see how that marries up to the overall QA objectives. The findings must be communicated to ACPD.
        3. **Adjust:** Also known as the ‘Act’ part of the overall QA strategy, because this is the phase where Contractor will share feedback and take action. In this phase, Contractor must make the changes that their findings point to, to improve whatever it is that their QA testing was tracking. The changes must be shared with and deemed Appropriate by ACPD.

The QA process is an ongoing one, it’s cyclical. Therefore, it’s best to think of the ‘Adjust’ phase as leading back into the ‘Plan’ phase. The frequency of Contractor’s QA process must be communicated and approved by ACPD.

In addition to a clear, agreed upon “checklist” or rubric, having a successful QA process requires the right environment for staff to work in and training on how to effectively review QA results and give productive feedback to Staff.

* + 1. **Quality Management Process**: Quality assurance can also help you to pinpoint opportunities for coaching and organizational change. This is where quality management comes into play. Rather than quality assurance just being a box-ticking exercise, your quality assurance function can flag areas that need better coaching or structure and can highlight factors that are affecting success and allow for management to impart changes to maximize, minimize or eliminate those factors.

Part of the quality management process is the Contractor actively setting (and raising) their own bar for Client service and satisfaction. The only constant is that things change. Staff and Clients come and go and the demands on and need for the Program may change over time, and through it all, the Contractor will need a way to know if the quality of their programming is improving or declining. The QA process provides the Contractor the means to determine quality and whether they are meeting their legal requirements and contractually defined performance measures. And quality management is the process of taking that information and creating institutional change that will ensure the Program is aligned with its values and goals and that participants are receiving the best service possible. If the Contractor relies on participants telling them when they haven’t done a good job, the Contractor will always be reacting to problems that have already happened. Quality management ensures a proactive quality improvement process is in place to address concerns before they become problems. When the Contractor sets their own quality standards — and then builds tools and systems to measure those standards against — the Contractor can chart a course of continual improvement that will help ensure they are providing the best possible service to the participant’s they serve.

As part of the Contractor’s process, Contractor must obtain feedback from Participants not only about how they feel about the Contractor’s services, but also about the Participant’s quality of life (recommend no more than three questions and that they are asked consistently throughout the program) and any challenges they are facing that they could use help addressing. If a survey is used, Contractor must have a process to ensure all Participants have equal access to the survey, which should include having a Staff member read the questions to the Participant.

Feedback from Staff with Lived Experience must be included in the Contractor’s quality assurance and continuous improvement processes.

Contractor must identify who on their team is responsible for the QA processes and quality management – utilizing the QA feedback to effect program change and Staff guidance/training – as part of their QA plan. Although it is up to everyone to participate in the QA process, having an appointed person or group to monitor performance may help to maintain standards. Having a dedicated QA team can also help avoid biased evaluations carried out by Staff members that have a stake in the score and Staff overload. It can also help ensure repeat problems are being flagged and Appropriate system change and coaching and training opportunities are created for Staff.

Contractor, as part of the quality management process, must identify and correct training shortfalls. When you develop your training materials or practices, it’s difficult to anticipate every situation your Staff will encounter. Monitoring Staff interactions with customers for quality can be a mirror that shines back any training necessities that have been thus far overlooked. This can help the Contractor develop a training procedure/module from scratch or improve what they already have. All trainings completed by the Staff should be reported to ACPD within 30-days of completion.

Contractor must, upon request, hold space and time for meetings with ACPD staff, including Reentry Unit staff, to monitor indicators of client success and use data to understand performance, troubleshoot challenges, and adjust service delivery over time. These meetings may include (but are not limited to) review of the performance measures outlined in the RFP, as well as review of outcomes by client subpopulations to support equitable access to services.

* + 1. **Corrective Action Plan (CAP):** Contractor must provide the best quality service to Participants. Compliance with Contract requirements including data collection, reporting, and invoicing are compulsory.

If Contractor falls below an acceptable level of service, as solely determined by the County, the County may place the Contractor on a Corrective Action Plan (CAP). The CAP may include, but is not limited to, an outline of the corrective actions, a timeline illustrating when these actions will occur, and additional documentation or information that may be requested by the County. County is under no obligation to place Contractor on a CAP and may take any other action it is entitled to up to and including termination of the contract with or without instituting a CAP.

Performance standards are merely examples, they should not be deemed standards for CAP as what qualifies as an acceptable level of service is solely determined by the County. The County reserves the right to adjust what is deemed acceptable at any time at their sole discretion.

* + 1. **Program Evaluation:** Contractor must participate in the County’s Program evaluation efforts. The Contractor shall comply with data collection, analysis, and reporting requests and/or activities as defined and set by ACPD, including any requests associated with data collection and/or evaluation work by a third party commissioned by ACPD. Performance data will be carefully considered during the Contract renewal process and for any future funding.
    2. **Request For Records:** 
       1. All Records Must Be Made Available Upon Request: Upon the County’s request, all records and materials relevant to the documentation of services provided under contract—including case records, logs, training curricula, and materials—shall be available for review by the County’s Chief Probation Officer or their designee.
       2. Electronic Data Files: Contractor must promptly, and in no event longer than two business days, comply with all requests by the County to provide electronic data files (e.g., XML files; delimited files; comma separated value files; etc.)
       3. Additional Data: Upon ACPD request, Contractor shall provide individual Participant level data and/or program data for evaluation and/or quality assurance purposes to ACPD, the Community Corrections Partnership, the Community Corrections Partnership Executive Committee, a third-party evaluation agency commissioned by ACPD or any other Reentry/Realignment related meeting or activity ACPD requests the Contractor to provide data to. In addition to the provision of data, upon ACPD request, Contractor must make available Applicable staff to explain or speak to the data and answer questions related to the data and/or the Contractor’s program.
    3. **Record Inspection**

1. Record Inspection: Upon the County’s request, during the duration of the Contract and for a period of five years thereafter (unless a longer period is specified under the Agreement, or by applicable laws and regulations), Contractor must make immediately available for review, routine audits and inspections all books, records and materials relevant to the documentation of services provided under this Contract and those which relate to its operation of a project or business activity which is funded in whole or part with governmental monies, whether or not such monies are received through the County.
2. Contract Management Audits: For routine audits and inspections, Contractor must make available to ACPD, upon request, during working hours, during the duration of the Contract and for a period of five years thereafter (unless a longer period is specified under the Agreement, or by applicable laws and regulations), all of its books and records, including but not limited to those which relate to its operation of each project or business activity which is funded in whole or part with governmental monies, whether or not such monies are received through the County. All such books and records shall be maintained at a location within Alameda County.
3. In general, audits will normally be performed Monday through Friday during normal business hours. However, ACPD retains the right to inspect and conduct investigations of Contractor’s program/fiscal operations and Contract compliance at any time, without prior notice to Contractor seven days a week, when ACPD has information which it, in its sole discretion, deems justifies such an unannounced visit, inspection, audit or investigation.

## BIDDERS CONFERENCE(S)

* + 1. The Bidders Conference(s) held on the date(s) specified in the Calendar of Events will have online conference capabilities for remote participation. Bidders can opt to participate via a computer with a stable internet connection (the recommended Bandwidth is 512Kbps) on Microsoft Teams, see Calendar of Events.
    2. Information regarding the RFP will be presented during the conference(s). To get the best experience, the County recommends that Bidders who participate remotely use equipment with audio output such as speakers, headsets, or a telephone.
    3. Bidders Conference(s) will be held to:
       1. Provide an opportunity for Small Local Emerging Businesses (SLEBs) and large firms to network and develop subcontracting relationships to participate in the contract(s) that may result from this RFP.
       2. Provide an opportunity for Bidders to request clarification on this RFP and ask specific questions about the project, goods, and services.
       3. Provide Bidders an opportunity to view a site, receive documents, etc., necessary to respond to this RFP.
       4. Provide the County with an opportunity to receive feedback related to this RFP.
    4. The Bidders Conference(s) Attendees List will be released in a separate document.
    5. Written questions submitted via email by the stated deadline will be addressed in a posted RFP Questions and Answers (Q&A) following the Bidders Conference(s). Should there be a need to amend or revise the RFP, an Addendum will be issued. Any verbal statements, including at any Bidders Conference(s) are not binding. Only the written documents will be binding.
    6. Questions regarding these specifications, terms, and conditions are to be submitted in writing via email by 5:00 p.m. on the date specified in the Calendar of Events to:

Atiq Ahmadi, Probation Specialist

Alameda County Probation Department

Email: [atahmadi@acgov.org](mailto:atahmadi@acgov.org)

* + 1. Attendance at the Bidders Conference(s) is highly recommended but are not mandatory to further facilitate subcontracting relationships. Vendors who attend the Bidders Conference(s) will be added to the Vendor Bid List.

# COUNTY PROCEDURES, TERMS, AND CONDITIONS

## EVALUATION CRITERIA / SELECTION COMMITTEE

1. **Initial Evaluation (Completeness of Response and Debarment and Suspension).** All proposals will first be reviewed to determine if they pass the initial Evaluation Criteria (Section A), which are determined on a pass/fail basis.
2. **Evaluation by County Selection Committee.** All proposals that have passed the initial Evaluation Criteria will be evaluated by a County Selection Committee (CSC).  The CSC may be composed of County staff and other parties that may have expertise or experience related to the goods or services that are being procured. The CSC will score the proposals according to the Evaluation Criteria set forth in this RFP.  Other than the initial pass/fail Evaluation Criteria, the evaluation of the proposals will be within the sole judgment and discretion of the CSC.
3. **Unrealistic Bids.** Bidders should bear in mind that any proposal that is unrealistic in terms of the technical or schedule commitments or unrealistically high or low in cost may be deemed reflective of an inherent lack of technical knowledge or indicative of a failure to comprehend the complexity and risk of the County’s requirements as set forth in this RFP.
4. **Price Discrepancy.** In the case of a discrepancy between the unit price and an extension, the unit price will be used for evaluation purposes.
5. **Evaluation Criteria Descriptions.** The items listed in the Evaluation Criteria should be considered as minimum requirements. All information contained in a proposal and presented in vendor interviews (if there are interviews) will be considered during the evaluation process and included in scoring within the appropriate Evaluation Criteria.
6. **Evaluation Scores.**  Proposals will be evaluated and scored on the zero to five-point scale within each Evaluation Criteria below. Scores for all Evaluation Criteria (see the section below) will then be added, according to their assigned weight (below), to arrive at a weighted score for each proposal. A proposal with a higher-weighted total will be deemed of higher quality than a proposal with a lesser-weighted total.
7. **Shortlist Process:** The evaluation process may include a two-stage approach including a preliminary evaluation of the written proposal and preliminary scoring to develop a shortlist of Bidders that will continue to the final stage of optional vendor interview and reference checks. The preliminary scoring will be based on the total points, excluding any points allocated to references and optional vendor interview. The five (5) Bidders receiving the highest preliminary scores and with at least 200 points may advance to the next evaluation phase. All other Bidders will be deemed eliminated from the process. All Bidders will be notified of the shortlist participants; however, the preliminary scores at that time will not be communicated to Bidders.
8. **Reference Checks.** The County reserves the right to conduct reference check(s) on all Bidders who submitted a bid proposal. The CSC will then score the reference check(s), as identified in the Evaluation Criteria below, which will then be included in the final score.
9. **Optional Vendor Interviews.** The County may in its sole discretion, conduct vendor interviews. Should the County opt to conduct a vendor interview, the interview may include responding to standard and specific questions from the CSC regarding the Bidders’ proposal. Whether or not a shortlist process is used, the score of any evaluation criterion below may be revised or informed based on the vendor interview.
10. **Final Score**. The final maximum score for any procurement is 550 points, including the possible 50 points for local and small, local and emerging, or local preference points (maximum 10% of the final score; derived from 5% for *local* preference and 5% for either *Small and Local* or *Emerging and Local* preference). Proposals will be ranked by their final scores.
    1. *Without Vendor Interview*. In procurements where there are no vendor interviews, the score received by the evaluation of the written proposal with the reference score added will be the final score.
    2. *With Vendor Interview.* In procurements where there are vendor interviews, the CSC will consider the interview and may adjust the scores received by the evaluation of the written proposal which, with the reference scores added, will be the final score.
11. **Contact During Evaluation Process.** All contact during the evaluation phase must be through the **Alameda County Probation Department – Contracts Unit** only. Bidders must neither contact nor lobby CSC during the evaluation process. Attempts by Bidders to contact and/or influence members of the CSC may result in disqualification of Bidders.
12. **Determining Award.** As a result of this RFP, the County intends to award a contract to the highest-ranked responsible Bidder(s) as determined by the combined weight of the Evaluation Criteria, whose response conforms to the RFP and whose bid presents the greatest value to the County considering all Evaluation Criteria. The combined weight of the Evaluation Criteria is greater in importance than the cost in determining the best value to the County. The County may award a contract of higher qualitative competence over the lowest priced response.
13. The zero to five-point scale range is defined as follows:

|  |  |  |
| --- | --- | --- |
| 0 | Not Acceptable | Non-responsive, fails to meet RFP specification. The approach has no probability of success. If the unmet specification is a mandatory requirement, this score may result in the disqualification of the proposal. |
| 1 | Poor | Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving objectives per RFP. |
| 2 | Fair | Has a reasonable probability of success; however, some objectives may not be met. |
| 3 | Average | Acceptable and likely to achieves all objectives in a reasonable fashion per RFP specification. This will be the baseline score for each item with adjustments based on the interpretation of the proposal by CSC members. |
| 4 | Above Average / Good | Better than that which is average or expected as the norm. Excellent probability of success in achieving all objectives of the RFP requirements and expectations. |
| 5 | Excellent / Exceptional | Exceeds expectations, is very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success in achieving all objectives and meeting RFP specifications. |

1. The Evaluation Criteria and their respective weights are as follows:

|  |  |  |
| --- | --- | --- |
|  | **Evaluation Criteria** | **Weight** |
|  | **Completeness of Response:**  Responses to this RFP must be complete. Responses must address all the requirements identified within this RFP and all related documents, including any Addenda. Failure to meet the Bidder Minimum Qualifications may also be considered an incomplete response and may result in the disqualification of the Bidder. | Pass/Fail |
|  | **Debarment and Suspension:**  Bidders, its principal, and named subcontractors are not identified on the list of Federally debarred, suspended, or other excluded parties located at [www.sam.gov/SAM](http://www.sam.gov/SAM). | Pass/Fail |
|  | **Cost:**  The points for Cost will be computed by dividing the amount of the lowest responsive and responsible bid received by each Bidder’s total proposed cost.  Cost evaluation points may be adjusted by considering:   1. How well does the Bidder’s cost capture all activities and staff needed to meet the services requested? 2. How well does the Bidder allocate staff and resources? 3. How well does the Budget Justification detail how Bidder arrived at calculations? 4. Is the proposed cost appropriate to the nature of the services to be provided? 5. Have they proposed livable wages for staff salaries to encourage staff retention? 6. Is the wage gap between the highest and lowest paid staff reasonable? 7. How clear, realistic, and reasonable are costs in relation to the services provided and number of clients to be served? 8. How well does the Bidder outline, and how diverse are, the revenue sources both for its organization as well as the proposed program? | 15 Points |
|  | **Organizational History, Capacity, and Staffing:**  Proposals will be evaluated, including considering the RFP specifications and the questions below:   1. How much experience does the Bidder have with similar projects? 2. Do the individuals assigned to the project have experience on similar projects? 3. How extensive is the applicable education and experience of the personnel designated to work on the project? 4. Does the bidders job descriptions reflect the appropriate staff and experience for this project? 5. Does the Bidder have experience in relationship building for their program model and do they demonstrate how they will facilitate the building of relationships amongst their staff, clients and partners? 6. Does the bidder provide Staff with regular trainings to support their efforts to continuously improve their practices, programs and services? 7. Has/how well does the Bidder understanding the staffing needed across all locations? Is the statffing plan flexible to allow for coverage at each location? 8. How well do staff salaries reflect local costs of living? | 10 Points |
|  | **Integrated Case Management Software & Demonstration:**  In each area described below, an evaluation will be made of the probability of success and risks associated with the proposal response:   1. Design - A comparison will be made of the proposed ICMS. The proposal will be rated higher for features of the proposed design that offer enhanced utility and ease of coordination between Contractor, ACPD and other providers. 2. Does ICMS allow the sharing of client's stability plan with other contracted providers in the network and facilitate internal communication among them? 3. Software Design and Development - The evaluation will compare the proposed software capabilities with the data collection requirements of this RFP. 4. Life-Cycle Support - An assessment will be made of the scope and extent of resources required to operate and maintain the proposed ICMS. | 20 Points |
|  | **Assessment:**  Proposals will be evaluated considering the RFP specifications and the questions below:   1. Does the assessment depict a logical approach to creating a client’s MAP in alignment with the RFP requirements? 2. Does the assessment account for the Five Fundamentals of a Stable Life? 3. If the Bidder could rename the Plan (rather than call it a MAP Stability Plan), what would they call the plan AND how would they explain it to Clients? | 25 Points |
|  | **Description of Proposed Services/Understanding of the Project:**  Proposals will be evaluated considering the RFP specifications and the questions below:   1. Does the description of proposed services depict a logical approach to fulfilling the requirements of the RFP? 2. Does the description of proposed services match and contribute to achieving the objectives set out in the RFP? 3. Does the description of proposed services interface with the County’s schedule? 4. Has the bidder addressed culturally appropriate services; including accommodations for language and/or cultural differences? 5. Has the bidder demonstrated how they will infuse Cognitive Behavioral Interventions into their Program? 6. How well does the bidder justify their capacity based on their budget and number of staff and staff's capacity (staff to client ratios)? 7. Has/How well has the Bidder demonstrated a thorough understanding of the purpose and scope of the project? 8. How well has the Bidder identified pertinent issues and potential problems related to the project? 9. Has/How well has the Bidder demonstrated that it understands the deliverables the County expects it to provide? 10. Has/How well has the Bidder demonstrated that it understands the County’s schedule and can meet it? | 25 Points |
|  | **References (See Exhibit A – Bid Response Packet)** | 5 Points |
|  | **Vendor Interview**  Should the County opt to conduct a vendor interview, the interview may include responding to standard and specific questions from the CSC regarding the Bidder’s proposal. Whether or not a shortlist process is used, the scores of any evaluation criterion above may be revised or informed based on the vendor interview. | Vendor Interview may be used to revise / inform scores of criteria above |
| **SMALL LOCAL EMERGING BUSINESS PREFERENCE** | | |
|  | ***Local* Preference:** Points equaling 5% of Bidder’s total score for the above Evaluation Criteria will be added. This will be the Bidder’s final score for purposes of award evaluation. | 5% |
|  | ***Small and Local or Emerging* and *Local* Preference**: Points equaling 5% of Bidder’s total score for the above Evaluation Criteria will be added. This will be the Bidder’s final score for purposes of award evaluation. | 5% |

## CONTRACT EVALUATION AND ASSESSMENT

* + 1. During the initial 120-day period of any contract awarded, the County may review the proposal, the contract, any goods or services provided, and/or meet with the Contractor to identify any issues or potential problems.
    2. The County reserves the right to determine, at its sole discretion, whether:
       1. The Contractor has complied with all terms of this RFP and the contract; and
       2. Any problems or potential problems with the proposed goods and/or services were evidenced, which makes it unlikely (even with possible modifications) that such goods and/or services have met or will meet the County requirements.
    3. If, as a result of such determination, the County concludes that it is not satisfied with the Contractor’s performance under any awarded contract and/or Contractor’s goods and services as contracted for therein, the Contractor may be notified that the contract is being terminated.  The Contractor must be responsible for returning County facilities to their original state at no charge to the County.  The County will have the right to invite the next qualified Bidder(s) to enter into a contract.  The County also reserves the right to rebid this project if it is determined to be in its best interest to do so. The County’s right to go to the next qualified Bidder(s) and/or rebid is not limited by the award of a contract or the 120-day period.

## NOTICE OF INTENT TO AWARD

* + 1. At the conclusion of the RFP response evaluation period, all Bidders will be notified in writing by email or US Postal Service mail of the contract award recommendation, if any, by ACPD-Contracts Unit. The document providing this notification is the Notice of Intent to Award/Non-Award.

The Notice of Intent to Award/Non-Award will provide the following information:

* + - 1. The name(s) of the Bidder(s) being recommended for contract award; and
      2. The names of all other parties that submitted proposals.
    1. The submitted proposals will be made available upon request no later than five calendar days before approval of the award and contract is scheduled to be considered by the Board of Supervisors.

## Bid Protest / Appeals Process

The County of Alameda prides itself on the establishment of fair and competitive contracting procedures and the commitment made to follow those procedures. The following is provided in the event that Bidders wish to protest the bid process or appeal the recommendation to award a contract once the Notices of Intent to Award/Non-Award have been issued. Bid protests submitted prior to issuance of the Notices of Intent to Award/Non-Award will not be accepted by the County.

* + 1. Any bid protest must be submitted in writing by 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the Notice of Intent to Award/Non-Award, not the date received by the Bidder. The bid protest must be submitted to the office that has been designated for review of protests for this procurement (the Protest Evaluator). For this procurement, the Protest Evaluator is:

Alameda County Probation Department

ATTN: Binh Cao, Director of Finance and Contracts

1111 Jackson Street, 8th Floor, Oakland, CA 94607

Email: [bcao@acgov.org](mailto:bcao@acgov.org)

A bid protest received after 5:00 p.m. is considered received as of the next calendar day. A protest received after 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the Notice of Intent to Award/Non-Award will not be considered under any circumstances by the Protest Evaluator or their designee.

Generally, the County will promptly send an email acknowledging receipt of the protest; it is the responsibility of the protestor to confirm that the protest was timely received.

* + - 1. The bid protest must contain a complete statement of the reasons and facts for the protest.
      2. The protest must refer to the specific portions of all documents that form the basis for the protest.
      3. The protest must include the name, address, email address, and telephone number of the person submitting the protest on behalf of the protesting party.
      4. The ACPD-Contracts Unit will send a notification to Bidders if a protest is received.
    1. The Protest Evaluator, or their designee, will review and evaluate the protest and issue a written decision. The Protest Evaluator may, at its discretion, do any of the following: investigate the protest, obtain additional information, provide an opportunity to settle the protest by mutual agreement, and/or schedule a meeting(s) with the protesting Bidder and others (as appropriate) to discuss the protest. The decision on the bid protest must be final prior to the Board hearing.  
         
       A notification of the decision will be communicated by email and/or US Postal Service mail to the protestor. Notification will be provided to Bidders when a decision has been made on the protest and whether or not the recommendation to the Board of Supervisors in the Notice of Intent to Award/Non-Award will stand.
    2. The decision on the bid protest by the Protest Evaluator may be appealed to the Auditor-Controller's Office of Contract Compliance & Reporting (OCCR) located at 1221 Oak St., Room 249, Oakland, CA 94612, Email: [OCCR@acgov.org](mailto:OCCR@acgov.org), unless the OCCR determines that it has a conflict of interest in which case an alternate will be identified to hear the appeal and all steps to be taken by OCCR will be performed by the alternate. The Bidder whose bid is the subject of the protest, all Bidders affected by the Protest Evaluator's decision on the protest, and the protestor have the right to appeal if they feel the Protest Evaluator's decision is incorrect. All appeals to the Auditor-Controller's OCCR must be in writing and submitted within SEVEN (7) calendar days following the issuance of the decision, not the date the decision is received by the Bidder. An appeal received after 5:00 p.m. is considered received as of the next calendar day. An appeal received after 5:00 p.m. on the SEVENTH (7th) calendar day following the date of issuance of the decision by the Protest Evaluator will not be considered under any circumstances by the Auditor-Controller OCCR or their designee.
       1. The appeal must specify the decision being appealed and all the facts and circumstances relied upon in support of the appeal.
       2. In reviewing protest appeals, the OCCR will not re-judge the proposal(s). The appeal to the OCCR must be limited to a review of the procurement process to determine if the contracting department materially erred in following the bid or, if applicable, County contracting policies or other laws and regulations.
       3. The appeal to the OCCR must be limited to the grounds raised in the original protest and the written decision by the Protest Evaluator. As such, a Bidder is prohibited from stating new grounds for a Bid protest in its appeal.
       4. The Auditor’s Office may overturn the results of a bid process for ethical violations by Procurement staff, County Selection Committee members, subject matter experts, or any other County staff managing or participating in the competitive bid process, regardless of timing or the contents of a bid protest.
       5. The finding of the Auditor-Controller’s OCCR is the final step of the appeal process. A copy of the finding of the Auditor-Controller’s OCCR will be furnished to the protestor.
       6. The finding on the appeal must be issued before a recommendation to award the contract is considered and contract awarded by the Board of Supervisors.
    3. The procedures and time limits set forth in this section are mandatory and are each Bidder's sole and exclusive remedy in the event of a bid protest. A Bidder’s failure to timely complete both the bid protest and appeal procedures will be deemed a failure to exhaust administrative remedies. Failure to exhaust administrative remedies, or failure to comply otherwise with these procedures, will constitute a waiver of any right to further pursue the bid protest, including filing a Government Code Claim or legal proceedings.

## TERM / TERMINATION / RENEWAL

* + 1. The contract term, which may be awarded pursuant to this RFP, will be 18 months.
    2. By mutual agreement, any contract, which may be awarded pursuant to this RFP, may be extended for an additional three years and six months in increments of ACPD’s choosing.
    3. The County has and reserves the right to suspend, terminate or abandon the execution of any work, services and/or providing of goods by the Contractor without cause at any time upon giving the Contractor prior written notice. In the event that the County should abandon, terminate or suspend the Contractor’s work, services and/or providing of goods, the Contractor will be entitled to payment for services provided hereunder prior to the effective date of said suspension, termination, or abandonment. The County may terminate the contract at any time for cause without written notice upon a material breach of contract or substandard or unsatisfactory performance by the Contractor. In the event of termination with cause, the County reserves the right to seek any and all damages from the Contractor.  In the event of such termination, with or without cause, the County reserves the right to invite the next highest-ranked Bidder to enter into a contract or rebid the project if it is determined to be in its best interest to do so.

## QUANTITIES

Quantities listed herein are estimates and are not to be construed as a commitment. No minimum or maximum is guaranteed or implied.

## PRICING

* + 1. All pricing as quoted will not increase, but except as noted below, remain fixed and firm for the term of any contract that may be awarded as a result of this RFP.
    2. Unless otherwise stated, Bidder agrees that, in the event of a price decline, the benefit of such a lower price will be extended to the County.
    3. Reasonable price increases or decreases for subsequent contract terms may be negotiated between Contractor and County after completion of the initial term.
    4. All prices quoted must be in United States dollars.
    5. Price quotes must include any and all payment incentives available to the County.
    6. In the evaluation of cost, if applicable, it will be assumed that the unit price quoted is correct in the case of a discrepancy between the unit price and an extension, and the Bidder must honor the unit price quoted.
    7. Federal and State minimum wage laws apply. The County has no requirements for living wages. The County is not imposing any additional requirements regarding wages.

## AWARD

* + 1. Most Responsive and Responsible Bidder(s)
       1. The award will be made to the highest-ranked Bidder(s) who meet the requirements of these specifications, terms, and conditions.
       2. Awards may also be made to the subsequent highest ranked Bidder(s) who will be called in order should the County need to contract with another Bidder(s).
       3. An award will be recommended for the Bidder(s) that submitted the proposal(s) that best serves the overall interests of the County by attaining the highest overall point score. The award may not necessarily be made to the Bidder(s) with the lowest price.
    2. Small Local Emerging Business (SLEB) Program

1. Small and Emerging Locally Owned Business: The County is vitally interested in promoting the growth of small and emerging local businesses by means of increasing the participation of these businesses in the County’s purchase of goods and services.
2. As a result of the County’s commitment to advancing the economic opportunities of these businesses, **Bidders must meet the County’s Small and Emerging Locally Owned Business requirements in order to be considered for the contract award.** These requirements can be found online at:
3. [**Alameda County SLEB Program Overview**](http://acgov.org/auditor/sleb/overview.htm) [<http://acgov.org/auditor/sleb/overview.htm>]; and
4. [**Alameda County SLEB Program Additional Information**](https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/) [<https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/>]
5. For purposes of this procurement, applicable industries include, but are not limited to, the following North American Industry Classification System (NAICS) Code(s): 611710, 621112; 621330; 621420; 624190.
6. A small business is defined by the United States Small Business Administration (SBA) as having no more than the number of employees or average annual gross receipts over the last three years required per SBA standards based on the small business's appropriate NAICS code.
7. An emerging business is defined by the County as having either annual gross receipts of less than one-half that of a small business OR having less than one-half the number of employees AND that has been in business less than five years.
8. If a Bidder is certified by the County as either a small and local or an emerging and local business (SLEB), the County will provide up to 5% bid preference for procurements over $25,000.
9. If a Bidder is located within Alameda County, the County may provide a 5% local bid preference.
   * 1. County Rights
        1. The County reserves the right to reject any or all responses that materially differ from any terms contained in this RFP, including Exhibits and any Addendums, to waive informalities and minor irregularities in responses received, and to provide an opportunity for Bidders to correct minor and immaterial errors contained in their submissions. The decision as to what constitutes a minor irregularity shall be made solely at the discretion of the County.
        2. Any bid proposals that contain false or misleading information may be disqualified by the County.
        3. The County reserves the right to award to a single or multiple Contractors.
        4. The County reserves the right to conduct additional procurements for the same or similar goods and/or services or to award to additional contract(s), including to other Bidder(s), during the term of the contract if it determines that additional Contractors are needed to supplement goods and/or services being provided.
        5. The County has the right to decline to award this contract or any part thereof for any reason.
     2. Procedures
        1. Board approval to award a contract is required.
        2. A contract must be fully executed by the recommended awardee and the County prior to any services and goods being provided or work being performed.
        3. The County uses its Standard Services Agreement terms and conditions for purchases and services. Any terms that are not acceptable to a Bidder must be identified on the Exceptions and Clarifications form in Exhibit A - Bid Response Packet. Bidder may access a copy of the Standard Services Agreement template at:

[**Alameda County Standard Services Agreement Template**](https://acgovt.sharepoint.com/:w:/s/GSADigitalLibrary/EeGBnUyJSMFBoXqtvbj7ly0BqycT5J83NKyIV19tLO6-yA?e=YwGjFP)[<https://acgovt.sharepoint.com/:w:/s/GSADigitalLibrary/EeGBnUyJSMFBoXqtvbj7ly0BqycT5J83NKyIV19tLO6-yA?e=YwGjFP>]

The template contains minimal standard language and specific contract terms, including the scope of services that may be drafted and negotiated based on this RFP and the bid proposal(s).

1. The RFP specifications, terms, conditions, Exhibits, RFP Addenda, and Bidder’s proposal may be incorporated into and made a part of any contract that may be awarded as a result of this RFP.

## METHOD OF ORDERING

* + 1. A written Purchase Order (PO) will be issued after an executed contract and Board approval. If there is any conflict in terms of any PO and the executed contract, the contract will control, even if a PO is issued later. Payment cannot be made to any Contractor until a PO is issued.
    2. POs and payments for goods and/or services will be issued only in the name of the Contractor, as identified on the contract.
    3. The Contractor must adapt to changes to the method of ordering procedures as required by the County during the term of the contract.
    4. Any change orders must be agreed upon in writing by Contractor and County and issued as needed by County.

## INVOICING

* + 1. Contractor shall invoice the requesting department, unless otherwise directed by County, upon satisfactory receipt of goods and/or performance of services.
    2. County will use reasonable efforts to make payment within 30 days following receipt and review of invoice and complete satisfactory receipt of goods and/or performance of services.
    3. County will notify the Contractor of any adjustments or corrections that must be made to receive payment on an invoice.
    4. Invoices submitted by the Contractor must contain the County PO number, invoice number, remit to address, itemized goods and/or services description, and price as quoted and must be accompanied by an acceptable proof of delivery and any other information requested by the County.
    5. Contractor must utilize a standardized invoice format upon request.
    6. Invoices must be issued by, and payments made to, the Contractor who is awarded a contract.
    7. The County will pay the Contractor, after receipt and approval of an invoice, monthly or as agreed upon, not to exceed the total contract amount. The County will not pay for goods and/or services in advance.
    8. In the event the Contractor’s performance and/or deliverable goods have been deemed unsatisfactory by a review committee, the County reserves the right to withhold future payments until the performance and/or deliverable goods are deemed satisfactory.

## ACCOUNT MANAGER / SUPPORT STAFF

* + 1. The Contractor must provide dedicated support staff to be the primary contact for all issues regarding the response to this RFP and any contract which may arise pursuant to this RFP.
    2. Contractor must also provide adequate, competent support staff that shall be able to service the County during normal working hours, Monday through Friday, or as otherwise identified in this RFP. Such representative(s) must be knowledgeable about the contract, products, and/or services offered and able to identify and quickly resolve any issues, including but not limited to order and invoicing problems.
    3. Contractor must provide a dedicated, competent account manager who shall be responsible for the County account/contract and receive all orders. Contractor account manager shall be familiar with County requirements and standards and work with the Alameda County Probation Department to ensure that established standards are adhered to. This includes keeping the County Contract Administrator informed of department requests as needed.

# INSTRUCTIONS TO BIDDERS

## COUNTY CONTACTS

* + 1. ACPD-Contracts Unit is managing the competitive process for this project on behalf of the County. All contact during the competitive process is to be through the ACPD-Contracts Unit only. Any communication regarding this RFP with other County personnel may result in disqualification.
    2. The evaluation phase of the competitive process shall begin upon receipt of sealed bid proposals and continue until a contract has been awarded.
    3. Contact Information for this RFP:

Atiq Ahmadi, Probation Specialist

Alameda County Probation Department

1111 Jackson Street, 7th Floor

Oakland, CA 94607

Email:  [atahmadi@acgov.org](mailto:first.last@acgov.org)

Phone: (510) 268-7134

* + 1. The Alameda County Current Contracting Opportunities website will be the official notification posting place of all bid documents related to this RFP. Each Bidder is responsible for checking the website for any Addendums and other notices related to this RFP. Go to [**Alameda County Current Contracting Opportunities**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/) [<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/>] to view the posting for this RFP and other current contracting opportunities.

## SUBMITTAL OF PROPOSALS

* + 1. Document Submittal
       1. All proposal documents must be completed, successfully uploaded, and submitted online through Alameda County [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org) BY 2:00 p.m. on the due date specified in the Calendar of Events. The County strongly recommends uploading early; technical difficulties in downloading/submitting documents through the Alameda County [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org) shall not extend the due date and time. No hardcopy, email (electronic), or facsimile proposals will be considered.
       2. Bidders **must** submit an electronic version of their proposal in a PDF file, preferably a single file if 20MB or less.
       3. The submitted proposal must conform to and include Exhibit A – Bid Response Packet, as amended or revised by Addendum, including additional required documentation. **A Bidder may be disqualified if the most current version of Exhibit A, as revised and published through Addenda, is not used.**
       4. In whole or in part, proposal responses are NOT to be marked confidential or proprietary. The County may refuse to consider any proposal or part thereof so marked. Bid proposals submitted in response to this RFP may be subject to public disclosure, even if marked confidential or proprietary.  The County shall not be liable in any way for disclosure of any such records. Please refer to the County’s website at [**Alameda County Proprietary and Confidential Information Policies**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/proprietary-confidential-information/) [<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/proprietary-confidential-information/>].
       5. For the proposals to be considered complete, the Bidder **must** provide responses to all information requested in Exhibit A – Bid Response Packet, as revised by any Addenda.
       6. Bidders **must** submit pricing on the County provided Excel Spreadsheet –Budget Form(s) in [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org).
    2. Submissions Processes
       1. All costs required for the preparation and submission of a proposal shall be borne by the Bidder.
       2. Only one bid proposal will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response. For purposes of this requirement, “partnership” shall mean, and is limited to, a legal partnership formed under one or more of the provisions of California or other state’s Corporations Code or an equivalent statute.
       3. The final award information will be posted on the County’s “Contracting Opportunities” website.
       4. The County reserves the right to reject any proposal.
       5. All bid proposals shall remain open to acceptance and irrevocable for a period of not less than 180 days unless otherwise specified in the bid documents.
    3. Legal Requirements
       1. “In submitting a bid to a public purchasing body, the Bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. or under the Cartwright Act (Chapter 2, commencing with Section 16700, of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the Bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the Bidder”. (California Government Code Section 4552).
       2. By submitting a bid proposal, the Bidder expressly acknowledges that it is aware that if a false claim is knowingly submitted (as the terms “claim” and “knowingly” are defined in the California False Claims Act, Cal. Gov. Code, §12650 et seq.), County will be entitled to civil remedies set forth in the California False Claim Act. Such actions may also be considered fraud and subject to criminal prosecution.
       3. The Bidder, by submitting a proposal, certifies that it is, at the time of bidding, and shall be, throughout the period of the contract, licensed by the State of California to do the type of work required under the terms of the RFP and contract documents. Bidder further certifies that it is regularly engaged in the general class and type of work called for in the RFP and contract documents.
       4. The Bidder, by submitting a proposal, certifies that it is not, at the time of bidding, on the California Department of General Services (DGS) list of persons determined to be engaged in investment activities in Iran or otherwise in violation of the Iran Contracting Act of 2010 (Public Contract Code Section 2200-2208).

### EXHIBIT A

**BID RESPONSE PACKET**

**INSTRUCTIONS**

* + 1. Please read **EXHIBIT A – Bid Response Packet** carefully; **INCOMPLETE BID PROPOSALS MAY BE REJECTED.** Alameda County will not accept submissions or documentation after the bid response due date. Successful uploading of a document does not equal acceptance of the document by Alameda County.
    2. The bid proposal must comply with all requirements contained in the RFP. **It is strongly recommended that Bidders verify and review all Addenda to confirm the use of the most current forms and provide all information requested.**
    3. The bid proposal submission must conform to and include Exhibit A – Bid Response Packet, as amended or revised by Addendum, including additional required documentation. **A Bidder may be disqualified if the most current version of Exhibit A, as revised and published through Addenda, is not used.**
    4. The following pages require confirmation, declaration, and /or a signature (?). These must be either: (1) be printed and have an original signature(s); or (2) be digitally signed via a DocuSign, CongaSign, or other verifiable independent electronic signature services. All signatures must be by an individual authorized to bind the Bidder. These pages must then be uploaded through the Alameda County [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org)as part of the Bidder’s proposal.

1. Exhibit A – Bid Response Packet, [Bidder Acceptance](#_BIDDER_INFORMATION)
2. Exhibit A – Bid Response Packet, [Debarment and Suspension Certification](#Debarment)
3. Exhibit A – Bid Response Packet, [Small Local Emerging Business (SLEB) Information Sheet](#SLEB)
4. [Must be signed by Bidder](#Prime_Bidder_Signature)
5. [Must be signed by SLEB Partner](#SLEB_Sub_Signature) if subcontracting to a SLEB
   * 1. Each page of the Bid Response Packet must be submitted through the [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org) as PDF attachment(s) with all required information included and documents attached; any pages of the Bid Response Packet not applicable to the Bidders are to be submitted with such pages or items clearly marked “N/A” or the bid proposal may be disqualified as incomplete.
     2. Bidders must not modify the Bid Response Packet or any other County-provided document unless instructed to do so, or the bid proposal may be disqualified.
     3. Excel Budget Form(s) must be submitted online through Alameda County [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org/)**.**
     4. Bidders must quote price(s) as specified in the RFP, using the form(s) as amended or revised by any Addenda.
     5. Any clarifications or exceptions to policies or specifications of this RFP, including all Addenda and other documents must be submitted in the ***Exceptions and Clarifications***form of the Bid Response Packet.
     6. Bidders must read all information and follow directions in the [**EZSourcing Supplier Portal**](https://ezsourcing.acgov.org) event.
     7. File names are restricted to 64 characters for all files uploaded as part of any bid proposal. The file extension (e.g., ".pdf" or ".xls") is counted as part of the file name character limit. Attempting to upload a file with a file name longer than 64 characters may result in an error message or failure to load.
     8. **Bidders who do not comply with the requirements and/or submit incomplete bid proposal packages are subject to disqualification and their bid proposals rejected.**

A picture containing text, sign, outdoor

Description automatically generated

### COUNTY OF ALAMEDA

### Exhibit A

### BID RESPONSE PACKET

RFP No. 902223

AB 109 Direct Services: Coordinated Reentry Services Program

|  |
| --- |
| BIDDER INFORMATION |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Official Name of Bidder: | | |  | | | | |
| Street Address Line 1: | | |  | | | | |
| Street Address Line 2: | | |  | | | | |
| City: |  | | | State: |  | Zip Code: |  |
| Webpage: | |  | | | | | |

**Type of Entity / Organizational Structure (check one):**

Corporation  Joint Venture  Partnership

Limited Liability Partnership  Limited Liability Corporation  Sole Proprietor

Non-Profit / Church  Other:

|  |  |
| --- | --- |
| Jurisdiction of Organizational Structure: |  |
| Date of Organizational Structure: |  |
| Federal Tax Identification Number: |  |
| Alameda County Supplier Identification Number (if applicable): |  |
| DIR Contractor Registration Number (if applicable): |  |

**Primary Contact Information:**

|  |  |  |  |
| --- | --- | --- | --- |
| Name / Title: |  | | |
| Telephone Number: |  | Alternate Number: |  |
| Email Address: |  | | |

|  |
| --- |
| BIDDER ACCEPTANCE |

1. The undersigned declares that the procurement bid documents, including, without limitation, the RFP, Q&A, Addenda, and Exhibits (the Bid Documents), have been read and accepted.
2. The undersigned has reviewed the Bid Documents and fully understands the requirements for this RFP, including, but not limited to, general County requirements, and that each Bidder who is awarded a contract must be, in fact, a prime Contractor, not a subcontractor, to County, and agrees that its bid proposal, if accepted by County, will be the basis for the Bidder to enter into a contract with County in accordance with the intent of the Bid Documents.
3. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County’s website:
   1. [**General Requirements**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-requirements/)

[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-requirements/>]

1. [**Debarment & Suspension Policy**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/debarment-suspension-policy/)

[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/debarment-suspension-policy/>]

1. [**Iran Contracting Act (ICA) of 2010**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/iran-contracting-act-of-2010-ica/)

[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/iran-contracting-act-of-2010-ica/>]

1. [**General Environmental Requirements**](https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-environmental-requirements/)

[<https://gsa.acgov.org/do-business-with-us/contracting-opportunities/policies-procedures/general-environmental-requirements/>]

1. **[Alameda County SLEB Program Overview](http://acgov.org/auditor/sleb/overview.htm)**

[<http://acgov.org/auditor/sleb/overview.htm>]

1. [**Alameda County SLEB Program Additional Information**](https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/)

[<https://gsa.acgov.org/do-business-with-us/vendor-support/small-local-and-emerging-businesses/>]

1. [**First Source**](http://acgov.org/auditor/sleb/sourceprogram.htm)

[<http://acgov.org/auditor/sleb/sourceprogram.htm>]

1. [**Online Contract Compliance System**](http://acgov.org/auditor/sleb/elation.htm)

[<http://acgov.org/auditor/sleb/elation.htm>]

1. The undersigned acknowledges that Bidder is and will remain in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and any contract that is awarded.
2. The undersigned acknowledges that it is the responsibility of each Bidder to be familiar with all of the specifications, terms, and conditions of the RFP and, if applicable, the site condition. By the submission of a bid proposal, the Bidder certifies that if awarded a contract, they will make no claim against the County based upon ignorance of conditions or misunderstanding of the specifications.
3. The undersigned acknowledges that Bidder has accurately completed the SLEB Information Sheet.
4. Bidder agrees to hold the County of Alameda, its officers, agents, and employees harmless from liability of any nature or kind, including cost and expenses, for infringement or use of any patent, copyright, or other proprietary rights, secret process, patented, or unpatented invention, article or appliance furnished or used in connection with bid proposal and/or any resulted contract or purchase order.
5. The undersigned acknowledges ***ONE*** of the following (please check only one box):

    Bidder is not local to Alameda County and is ineligible for any bid preference; **or**

    Bidder is a certified SLEB and is requesting 10% bid preference; (Bidder must check the first box and provide its SLEB Certification Number in the [SLEB PARTNERING INFORMATION SHEET](#SLEB)); **or**

    Bidder is LOCAL to Alameda County and is requesting 5% bid preference, and has attached the following documentation to this Exhibit:

* Copy of a verifiable business license issued by the County of Alameda or a City within the County; and
* Proof of six months of business residency, identifying the name of the bidder and the local address. Example of proof includes but are not limited to utility bills, deeds of trusts or lease agreements, etc., which are acceptable verification documents to prove residency.

1. By signing below, the signatory warrants and represents that the signer has completed, acknowledged, and agreed to this Bidder Acceptance in their authorized capacity and that by their signature on this Bidder Acceptance, they and the entity upon behalf of which they acted, acknowledged and agreed to this Bidder Acceptance and that all are true and correct and are made under penalty of perjury pursuant to the laws of California.

|  |
| --- |
| **SIGNATURE:** ?  Name/Title of Authorized Signer:  Dated this  day of  20 |

|  |
| --- |
| DEBARMENT AND SUSPENSION CERTIFICATION (PROCUREMENTS $25,000 AND OVER) |

The Bidder, under penalty of perjury, certifies that, except as noted below, Bidder, its principal, and any named and unnamed subcontractor:

* Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;
* Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past three years;
* Does not have a proposed debarment pending; and
* Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three years.

If there are any exceptions to this certification, insert the exceptions in the following space. For any exception noted, indicate to whom it applies, initiating agency, and dates of action. Exceptions will not necessarily result in denial of the award but will be considered in determining Contractor responsibility.

Notes: Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Proposal. Signing this Proposal on the signature portion thereof shall also constitute the signature of this Certification.

|  |
| --- |
| **BIDDER:**  **PRINCIPAL: TITLE:**  **SIGNATURE:** ? **DATE:** |

|  |
| --- |
| SMALL LOCAL EMERGING BUSINESS (SLEB) INFORMATION SHEET |

**Instructions**: On the following page is the **SLEB Information Sheet**. Every Bidder must complete and submit a signed SLEB Information Sheet indicating their SLEB certification status. If the Bidder is not certified, the information sheet must be completed with the name, identification information, and goods/services to be provided by the CERTIFIED SLEB partner(s) with whom the Bidder will subcontract to meet the County SLEB participation requirement.  The Exhibit must be signed by EACH of the named CERTIFIED SLEB(s) that will be subcontractors.

SLEB certification must be **valid** at the time of bid proposal submittal for SLEB primes and SLEB subcontractor(s).

* For SLEB Subcontracting Questions: Please contact the General Services Agency - Office of Acquisition Policy, [GSA.OAP@acgov.org](mailto:GSA.OAP@acgov.org).
* For questions/information regarding SLEB certification, including requirements, please contact the Auditor-Controller Agency, Office of Contract Compliance & Reporting – SLEB Certification Unit, [OCCR@acgov.org](mailto:OCCR@acgov.org), (510) 891-5500.

|  |
| --- |
| SLEB INFORMATION SHEET |

In order to meet the Small Local Emerging Business (SLEB) requirements of this RFP, all Bidders must complete this form.

Bidders that are not certified SLEBS (for the definition of a SLEB, see[**Alameda County SLEB Program Overview**](http://acgov.org/auditor/sleb/overview.htm)**; [**[**http://acgov.org/auditor/sleb/overview.htm**](http://acgov.org/auditor/sleb/overview.htm)**])** are required to subcontract with a SLEB for at least 20% of the total estimated bid amount in order to be eligible for contract award. SLEB subcontractors must be independently owned and operated from the prime Contractor with no employees of either entity working for the other. A copy of this form must be submitted for each SLEB that the Bidder will subcontract with as evidence of a firm contractual commitment to meeting the SLEB participation requirement.

Bidders are encouraged to form a partnership with a SLEB that can participate directly with this contract. One of thebenefits of the partnership will be economical, but this partnership will also assist the SLEB to grow and build the capacity to eventually bid as a prime on their own.

Once a contract has been awarded, substitutions of the named subcontractor(s) are not allowed without prior written approval from the Auditor-Controller, Office of Contract Compliance & Reporting (OCCR).

County departments, prime, and subcontractors are required to use the web-based Elation Systems to monitor SLEB subcontractor compliance with[**Elation Systems**](http://www.elationsys.com/elationsys/)**; [**[**http://www.elationsys.com/elationsys/**](http://www.elationsys.com/elationsys/)**].**

|  |
| --- |
| **BIDDER IS A CERTIFIED SLEB (sign at bottom of page)**  **SLEB BIDDER Business Name:**  **SLEB Certification #:       SLEB Certification Expiration Date:**  **NAICS Codes Included in Certification:** |

**OR**

|  |
| --- |
| **BIDDER IS NOT A CERTIFIED SLEB and will subcontract      % with the SLEB named below for the following goods/services:**  **SLEB Subcontractor Business Name:**  **SLEB Certification #:       SLEB Certification Expiration Date:**  **SLEB Certification Status:  Small /  Emerging**  **NAICS Codes Included in Certification:**  **SLEB Subcontractor Principal Name:**  **SLEB Subcontractor Principal Signature:** ? |

**Upon award, Bidder (the Prime Contractor) and** **all SLEB subcontractors** agree to register and use the secure web-based ELATION SYSTEMS. ELATION SYSTEMS will be used to submit SLEB subcontractor participation, including, but not limited to, subcontractor contract amounts, payments made, and confirmation of payments received.

**Bidder Printed Name/Title:**      

**Street Address: \_**     **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_City\_\_**     **\_\_\_\_State\_**     **\_ Zip Code**      

**Bidder Signature: ? Date:**      

|  |
| --- |
| **LETTER OF INTRODUCTION and BIDDER QUALIFICATIONS** |

**Instructions**: Please keep and include this page as part of the bid response.

Following this page, Bidder is to provide the following:

1. **Letter of Introduction**: Bidder is to provide a brief two-page or less letter that includes an overview of the organization and its history of providing services in Alameda County. The letter can include experiences in surrounding Counties or elsewhere, however the emphasis should be for services provided in Alameda County.

Also, Bidder is to describe and detail the organization’s experience working with the reentry population and a confirmation of the organization’s ability to perform the commitments contained in the proposal; specifically, experience in relationship building for their program model, how they will facilitate the building of relationships amongst their staff, clients and partners, and experience with utilizing an assessment building a stability plan.

Bidder is also to provide a brief synopsis of the highlights of the proposal and overall benefits to the target population.

1. **Bidder Qualifications**: Bidder (or lead prime Bidder is bidding as a collaboration) must describe how it meets the below requirements:
2. Bidder must have a minimum of two years of experience in the provision of assessment, linkage and/or brokerage case management services for the Alameda County reentry population within the last six years.
3. **Conflict of Interest**: To maintain objectivity and avoid conflicts of interest, or the appearance thereof, neither the Successful Bidder nor any of its collaborating partners and/or subcontractors may engage in other AB109-funded contracts managed by ACPD for the adult population, as either a prime, subcontractor, and/or collaborating partner, during the service period of this contract, with the exception of AB 109-funded housing contracts, Peer Mentorship Program and the Center of Reentry Excellence (CORE).

Having an AB109-funded contract managed by ACPD does not preclude vendors from being able to bid on this RFP. However, the Successful Bidder and any of its collaborating vendors and/or subcontractors will have to relinquish all AB109-funded contracts—whether as the Contractor, subcontractor, and/or collaborating partner—except for AB 109 funded Housing Contracts, Peer Mentorship Program, and the Center of Reentry Excellence (CORE) before being eligible to enter into contract under this RFP.

**Maximum Length: None**

|  |
| --- |
| BUDGET FORM |

**Instructions**:Please keep and include this page as part of the bid response.

**Bidders must complete the provided Excel Spreadsheet – Budget Form** *and* upload it into EZSourcing Supplier Portal as part of their bid response.

**Budget Criteria and Definitions:**

* 1. **County Request** is the portion of the project cost for which you are requesting County of Alameda funding to support.
  2. **Matching Funds**, if any,is the portion of the project cost the Bidder will secure from other funding sources.
  3. **GRAND TOTAL 18-Month Project Cost** is the total amount of monies allocated by the Bidder, including matching funds, to run the program requested in this RFP.
  4. **GRAND TOTAL COUNTY REQUEST** is the portion of the grand total 18-Month project cost for which you are requesting County of Alameda funding to support
  5. **Personnel** is all staff that will work directly on the proposed program. This may include direct service staff and staff who supervise direct service staff.
     1. Bidders must provide the name (first and last) of the person and position (program role) in the first column. If the individual has not yet been hired, Bidder may use “TBD” in lieu of the name.
     2. Please list all direct program staff responsible for the success of the program, even if their salaries and wages are being covered by other matching funds, to determine the total cost of operating the program. Include costs for staff who will be collecting and reporting data, billing, and contract compliance.
     3. If necessary, Bidders may add additional lines.
  6. **Sub-Contractors** are organizations and their staff that provide services to help enhance your program(s) and will carry out a significant portion of the Bidder’s proposed program.
     1. Bidders should use the same instructions as Personnel above but must also include the name of sub-contractor in addition to name and position.
     2. If necessary, Bidders may add additional lines.
  7. **Fringe and Benefits** represents benefits (medical, dental, etc.) as well as mandatory employment costs such as FICA, Social Security, SDI, unemployment taxes, etc. Fringe and Benefits is only for those personnel receiving benefits from the Bidder or its sub-contractor(s).
  8. **Program Costs** are other costs that directly benefit and support the operation of the Bidder’s proposed program.
     1. **Equipment/Furniture**: Durable goods such as computers and furniture.
     2. **General Office Supplies**: Paper, pens, toner, or other reasonable program-related office supply expenses.
     3. **Staff Training and Development**: Costs associated with personal and professional development and training of direct staff, including seminars and training materials.
     4. **Telephone/Internet/Communications**: May include mobile phones, telephone, internet, and related to the proposed program.
     5. **Staff Travel/Transportation**: Any local and non-local travel necessary to support the program.
     6. **Direct Participant Support**: Client incentives and barrier removal, including transportation assistance.
     7. **Marketing & Promotions**: All costs associated with Client outreach and engagement items, e.g., digital and printed promotional material.
     8. If necessary, Bidders may add additional lines.
  9. **Indirect Costs:** Indirect costs may be included that equal up to 10% of the Bidder’s total *County Request and will be reimbursed in proportion to monthly expenditures*. These indirect expenses will likely fluctuate each month, based on activity. Examples of allowable expenses under Indirect Costs include, but are not limited to, the following: audit, bookkeeping, payroll/finance, facilities, maintenance, insurance, organizational rent, storage, utilities, and allocated personnel costs (e.g., Executive’s time or any other staff who works minimally on the program).
     1. Funds already requested in other line items of the Budget Form cannot be included under Indirect Costs.
     2. This line item does not need to be further itemized, although a brief explanation must be included in the Bidder’s Budget Justification submittal.

|  |
| --- |
| BUDGET JUSTIFICATION |

**Instructions**: Bidder is to provide a **Budget Detail**.

**Instructions**: Please keep and include this page as part of the bid response.

Following this page, Bidder must provide a narrative justification for each line item in Bidder’s Budget Form. The *Budget Justification* must, at minimum, include the following:

* 1. For each line item, Bidder is to provide a description, in as much detail as required for clarity, what each line item is, its importance to the program, and how the amount shown in the Budget Form was calculated.
  2. **Matching Funds**: For each line item, if matching funds are used, please detail the source of the matching funds.
  3. **Funds may not be used for**:
     1. Maintenance, utilities, or similar operating costs of a facility not used primarily and directly to support the program.
     2. Supplanting (displacing or replacing) services provided by other funds.

**Suggested Length**: There is no limit to the Budget Justification. However, the County requests Bidders be as succinct as possible while providing as much detail as necessary for clarity and understanding.

**Maximum Length:** There is no limit to the Budget Justification. However, the County requests Bidders be as succinct as possible while providing as much detail as necessary for clarity and understanding.

|  |
| --- |
| ORGANIZATIONAL HISTORY, CAPACITY, and STAFFING |

**Instructions**: Please keep and include this page as part of the bid response.

**Following this page, Bidder is to provide the following information:**

1. If this is a collaborative proposal, please identify the single/lead prime bidder as well as any subcontractors and/or collaborating organizations, including each one’s roles and how all organizations will work together. Please provide details on any partnership agreement(s).
2. Bidder is to describe its Integration with Current Business by answer the following: As a current business, what services are currently being provided that reentry clients have access to? How will taking on this project affect those services? Please include whether you plan to leverage additional funds or resources beyond those funded in this RFP.
3. Bidder must provide an overview of its budget, including an outline of revenue sources (e.g., donations, government contracts, foundation grants, etc.) Please also indicate the following:
   * + 1. Does the Single/Lead Prime Bidder currently receive funds from the County of Alameda?
       2. If yes, how much and from what program(s), agencies, and/or departments?
4. **Staff Training and Development**: Bidder is to describe its staff onboarding, training, skill development, and retention process. Please identify mandatory/expected trainings and expected outcome regarding service delivery, program values, and overall staff/client/community impact.
5. **Job Descriptions**: Bidder shall provide a job description for each position proposed on this project including the salary range.
6. Please provide a **Table of Key Personnel**. This table must include all persons—currently hired, on staff, to be hired, or otherwise (including those from collaborating partners), as well as any individuals who supervise or manage such persons. The table must include the following information for each person (if this is a collaborative proposal, please clearly identify from which organization the person is employed):
   1. Full name, job title, and date hired if applicable;
      1. Any key personnel that are to be hired (TBH) should be indicated as such.
   2. The role that the person will play in connection with the RFP including which location they will be stationed at; and
   3. Identify staff, volunteers, or leadership that have a history with the criminal justice system or lived experiences.
7. Bidders must submit a complete résumé or curriculum vitae for each person listed in the Table of Key Personnel that is currently on staff. The resume must include educational background, relevant experience on similar projects, certifications, and merits. Bidders must provide a brief job description for any unfilled positions that are to be hired.

**Suggested Length**: 2 pages or less in total (not including the Table of Key Personnel and résumés).

|  |
| --- |
| **INTEGRATED CASE MANAGEMENT SOFTWARE** |

**Instructions:** Please keep and include this page as part of the bid response.

**Following this page, Bidder is to provide the following information:**

Bidder is to provide a description of their **Integrated Case Management Software (ICMS)**.

The descriptionof the *ICMS* mustdescribe the overall system and functions. The Bidder must address how they will meet or exceed each requirement listed in Section F (SPECIFIC PROGRAM REQUIREMENTS), Item 1 and Section X (PERFORMANCES MEASURES).

At a minimum, the Bidder must include the following details:

Describe the ICMS Platform and how it will be used to share the client’s MAP with other Contracted Providers and the facilitation of internal communication among them.

Detail existing data collection infrastructure and demonstrate the ability to interface with County’s database(s) as described in the RFP and/or provide reporting data to the County for maximum efficiency.

**Maximum Length:** 4 pages or less in total (not including screenshots of the ICMS).

|  |
| --- |
| **ASSESSMENT** |

**Instructions:** Please keep and include this page as part of the bid response.

**Following this page, at minimum, the Bidder must include the following details:**

1. A copy of the *Assessment* that will be used to create the client’s MAP.
2. A descriptionof the *Assessment* describing the overall assessment. The Bidder must address how they and the assessment will meet or exceed each requirement listed in RFP.

**Maximum Length:** 4 pages or less in total (not including the copy of the assessment).

|  |
| --- |
| **DESCRIPTION OF PROPOSED SERVICES/UNDERSTANDING OF THE PROJECT:** |

**Instructions:** Please keep and include this page as part of the bid response.

**Following this page, Bidder is to provide a Description of Proposed Services:**

The *Description of Proposed Service* must describe the overall services. The Bidder must address how they will meet or exceed each requirement listed in the RFP.

At a minimum, the Bidder must include the following details:

1. Describe how Bidder will meet the program’s desired overall goals, anticipated outcomes, measurable objectives, and critical tasks, including how key personnel will be responsible for achieving them.
2. Explain any unique resources, procedures, or approaches that make the services of Bidder responsive to meeting the minimum qualifications and requirements of the RFP.
3. Describe Bidders capacity based on their budget and number of staff and staff's capacity (staff to client ratios). Please tell us what best practices says your staff’s caseload should be and if your proposed caseloads differ from best practice, please justify the difference.
4. Identify any limitations or restrictions that exist for the Bidder to provide the services. Explain what measures will be taken to adequately provide the services. (Please note any requests for exceptions or clarifications MUST be identified on the *Exceptions and Clarification* form. **The County is under no obligation to accept any exceptions or clarifications, and any such exceptions and clarifications may be a basis for bid disqualification.**)

**Maximum Length:** There is no limit to the Description of Proposed Services. However, the County requests Bidders be as succinct as possible while providing as much detail as necessary for clarity and understanding.

|  |
| --- |
| **REFERENCES** |

**Instructions**: On the following page is the templates that Bidders are to use for providing references. Bidders are to provide a list of three (3) references. References must be satisfactory as deemed solely by County.

Services or goods provided by Bidders to the references should have similar scope, volume, and requirements to those outlined in these specifications, terms, and conditions.

Bidder must currently be providing goods and/or services for at least one of the references or have done so within the last five years.

Bidders should verify that the contact information for all references provided is current and valid. If a reference cannot be contacted, it may affect the qualification and scoring of the Bidders’ bid proposals.

Bidders are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.

The County may contact some or all the references provided in order to determine items such as Bidders’ years of experience and performance records on work similar to that described in this request.

The County reserves the right to contact individuals/entities for references other than those provided in the Response and to use any information obtained in the evaluation process.

NOTE: Bidders should not list the County department requesting services/goods as part of the references.

|  |
| --- |
| **REFERENCES** |

RFP No. 902223

AB 109 Direct Services: Coordinated Reentry Services Program

Bidder Name:

|  |  |
| --- | --- |
| Company Name: | Contact Person: |
| Address: | Telephone Number: |
| City, State, Zip: | Email Address: |
| Services Provided / Date(s) of Service: | |

|  |  |
| --- | --- |
| Company Name: | Contact Person: |
| Address: | Telephone Number: |
| City, State, Zip: | Email Address: |
| Services Provided / Date(s) of Service: | |

|  |  |
| --- | --- |
| Company Name: | Contact Person: |
| Address: | Telephone Number: |
| City, State, Zip: | Email Address: |
| Services Provided / Date(s) of Service: | |

|  |  |
| --- | --- |
| Company Name: | Contact Person: |
| Address: | Telephone Number: |
| City, State, Zip: | Email Address: |
| Services Provided / Date(s) of Service: | |

|  |  |
| --- | --- |
| Company Name: | Contact Person: |
| Address: | Telephone Number: |
| City, State, Zip: | Email Address: |
| Services Provided / Date(s) of Service: | |

\*Use additional pages as necessary

|  |
| --- |
| EXCEPTIONS AND CLARIFICATIONS |

**Instructions**: Bidders must use the **Exceptions and Clarifications** form to identify and list below any and all exceptions and/or clarifications to the RFP and associated Bid Documents and submit them with the bid proposal.

**THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS AND CLARIFICATIONS; ANY SUCH EXCEPTIONS AND CLARIFICATIONS MAY BE A BASIS FOR BID PROPOSAL DISQUALIFICATION.**

|  |  |  |  |
| --- | --- | --- | --- |
| **Reference to:** | | | **Description** |
| Page No.  EXAMPLE | Section | Item No. |  |
| **p. 23** | **D** | **1.c.** | ***Bidder takes exception to…*** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

\*Use additional pages as necessary

|  |
| --- |
| INSURANCE REQUIREMENTS |

**Instructions**: Insurance certificates are not required at the time of submission; however, by signing the Bid Response Packet and submitting a bid proposal, the Bidder agrees to meet the minimum insurance requirements and provide any documentation requested by County upon request.

Insurance documentation must be provided to the County before award and include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFP.

The following page contains the minimum insurance limits required by the County of Alameda to be held by the Contractor performing on a contract issued from this RFP:

see next page for county of alameda

minimum insurance requirements

Text

Description automatically generatedA picture containing table

Description automatically generated

**Eligibility:** Post-Release Community Supervision (PRCS); PC 1170(h) including split sentences, mandatory supervision, and deferred entry of judgement in lieu of AB-109 eligible offense; Formal Probationers; Pretrial Program participants; Specialty Court participants (felony convictions); and AB1950 clients (impacted by retroactive application of legislation)

**Contact:** Alameda County Probation Department – Community Programs Division at 510-268-7247 or [probationcommunityprograms@acgov.org](mailto:probationcommunityprograms@acgov.org)

**Education**

* **Bay Area Community Resources (BACR)**

*BACR's Opportunity Works program provides an education/career reentry program that will enroll eligible clients from the realignment population and place them in career-oriented higher education pathways at College of Alameda. The program includes wraparound support, peer mentorship, academic and career counseling, job development, placement and retention services, and follow up. Students will work toward an academic degree or technical certification, either through BACR's pathway academies in Transportation, Distribution and Logistics (TDL) or Auto Tech, or through another technical education program that offers certification.*

* **Chabot College**

*Through their Restorative Integrated Self-Education (RISE) program, Chabot expands access for and supports the success of returning citizens in higher education by providing a comprehensive, evidence-informed program that offers support with student enrollment, designated counselors, substance abuse support, RISE Scholars support groups, peer mentors, snacks, transportation assistance, support with books and supplies, tutoring, workshops and activities.*

* **Laney College**

*Through their Restoring Our Communities (ROC) program, Laney expands access for and supports the success of returning citizens in higher education by providing a comprehensive, evidence-informed program that offers tutoring, a safe space, book vouchers, computer access, daily food vouchers, financial literacy and coaching, transfer to a four-year university and record reduction or expungement.*

*Education providers are contracted thru 12/31/2023*

*Education contracts address the following needs: lack of education, lack of employment, antisocial companions, antisocial cognition, lack of pro-social leisure or recreation*

**Employment**

* **Building Opportunities for Self-Sufficiency (BOSS)**

*The BOSS Career Training and Employment Center (CTEC) helps each participant: (1) Define personal career goals; (2) Position themselves with employers; (3) Develop technology skills; (4) Build a professional network (including mentors); (5) Remove barriers to employment, and; (6) Secure living wage employment.*

* **Center for Employment Opportunities, Inc. (CEO)**

*CEO provides a comprehensive employment program comprised of the following four key components: (1) Training; (2) Transitional employment; (3) Job coaching and placement; (4) Retention services.*

* **La Familia Counseling Service (Alliance for Community Wellness)**

*La Familia provides a comprehensive employment program, Reentry Employment Program (REP), that leverages a continuum of reentry services to support the whole person. Program phases: (1) Outreach; (2) Intake and Orientation; (3) Career Assessment and Plan Development; (4) Case Coordination; (5) Employment Skills Training; (6) Transition Work Program; (7) Participation; (8) Job Placement/Retention and Employment Case Management; and (9) Program Completion.*

* **Lao Family Community Development**

*The principles of the Risk-Need-Responsivity model are used to guide the Lao Family Community Development's program, which includes: (1) Early engagement; (2) Employment pre-training; (3) Placement and retention; and (4) Wrap around services to remove barriers.*

* **RUBICON PRograms**

*The principles of the Risk-Need-Responsivity model and plan are used to provide services to program participants. The program will utilize the risk and needs information provided from Probation to develop their Individualized Empowerment Plan. The onboarding will occur before implementing the employment program over three phases. Phase I is Job Readiness, Phase II is Job Placement and Phase III is fore Retention and Advancement Services.*

* **Success Centers**

*Success Center provides a comprehensive, evidence-based program that aims to create a career path and place participants in long term, sustainable, full or part-time, paid employment with a range of benefits (medical, dental, retirement, etc.) to support participants’ movement toward self-sufficiency.*

*Employment providers contracted thru 10/31/2023*

*Employment contracts address the following needs: lack of employment, lack of education, antisocial cognition, antisocial companions, antisocial personality or temperament*

**Family Reunification**

* **Asian Prisoner Support Committee/Chinese for Affirmative Action**

*The Family Reunification program offers various supports and services promoting healthy family relationships, such as: parenting classes, counseling services, barrier removal services as well as assistance with childcare, groceries, transportation, pro-social family activities, housing stipends…and more. Family is anyone who offers positive support, whether biological or non-biological; family can include friends, church members and others in your network that are pro-social influences. This program specializes in support for people from Asian and Pacific Islander (API), immigrant and refugee backgrounds and provides pre-release support (San Quentin and Santa Rita) for individuals and family members, culturally relevant family support groups, case management, peer support, and community immersion activities.*

* **Centerforce**

*The goal of this family reunification program, Parenting and Learning for Success (P.A.L.S.), efforts are to assimilate clients back into their families and the community as well as establish permanency through parenting classes. The program offers various supports and services promoting healthy family relationships, such as: parenting classes, counseling services, barrier removal services as well as assistance with childcare, groceries, transportation, pro-social family activities, housing stipends… and more. Family is anyone who offers positive support, whether biological or non-biological; family can include friends, church members and others in your network that are pro-social influences.*

* **Tri-Cities Community Development Center**

*The Family Reunification program offers various supports and services promoting healthy family relationships, such as: parenting classes, counseling services, academic enrichment, life skills and criminogenic therapy, health & mental health support, job readiness, barrier removal services as well as assistance with childcare, groceries, transportation, pro-social family activities, housing stipends…and more. Family is anyone who offers positive support, whether biological or non-biological; family can include friends, church members and others in your network that are pro-social influences.*

*Family Reunification providers contracted thru 1/31/2024*

*Family Reunification contracts address the following needs: family and/or marital stressors, antisocial companions, antisocial personality or temperament, antisocial cognition*

**Housing**

* **ABODe Services** **Contract Ends 6/30/23**

*Permanent Rapid Re-Housing program that helps clients search and obtain permanent, independent housing and provides rent subsidies for one year (decreasing in percentage every 3 months); also provides case management to help clients address needs such as employment, manage income and develop independent living skills.*

* **Bay Area Community Services (BACS)**  **Contract Ends 6/30/23**

*The Holland has 10 single occupancy rooms in the remodeled Holland Hotel. Each client will receive one meal per day. Low threshold, no curfew, no programming onsite. Client will receive support finding permanent housing. The average and ideal length of stay is up to 6 months. Housing available for any adult AB-109 eligible client of ACPD.*

* **Bay Area Community Services (BACS)** **Contract Ends 6/30/23**

*The Henry Robinson is a transitional housing program. Each client will receive one meal per day. Low threshold, no curfew, no programming onsite. Client will receive support finding permanent housing. The average and ideal length of stay is up to 6 months. 10 bed capacity. Housing available for any adult AB-109 eligible client of ACPD.*

* **Building Opportunities for Self-Sufficiency (BOSS) Contract Ends 6/30/23**

*BOSS's New Hope House is a transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. Average program duration is 12 months; 12 bed capacity.*

* **Building Opportunities for Self-Sufficiency (BOSS) Contract Ends 6/30/23**

*BOSS's Women’s and Children is a transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. Average program duration is 12 months; 21 bed capacity. This program is specifically for Women and Children only, with single Women if there is space available.*

* **East Oakland Housing Project (EOCP) Contract Ends 6/30/23**

*Permanent Rapid Re-Housing program that helps clients search and obtain permanent, independent housing and provides rent subsidies for one year (decreasing in percentage every 3 months); also provides case management to help clients address needs such as employment, manage income and independent living skills.*

* **GENESIS FRESH START ACADEMY CONTRACT ENDS 11/30/23**

*Genesis is a transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. Average program duration is 12 months; 20 bed occupancy capacity.*

* **Kingdom Builders** **Contract Ends 6/30/23**

*The Dream Center is a transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. 30 bed capacity.*

* **LAO FAMILY COMMUNITY DEVELOPMENT, INC. (LAO)** **Contract Ends 6/30/23**

*LAO’s Care Campus is a transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. Average program duration is 6 months; 150 bed single occupancy capacity.*

* **Men of Valor Academy (MOVA)** **Contract Ends 6/30/23**

*Transitional housing program with wraparound services including case management to help clients find permanent housing as well as address other possible needs such as employment, substance abuse, and education where applicable. 10 bed capacity.*

* **Seventh Step Contract Ends 6/30/23**

*Seventh Step Foundation Inc. is a clean and sober living transitional housing program that can serve up to 32 adult AB-109 eligible men. Clients are provided three meals a day, which are prepared onsite. There will be light case management services available to assist clients with things like getting an ID and enrolling in benefits. There are rules and curfews to be followed, clients need to be willing and can follow program rules. Random drug testing. The average and ideal length of stay is up to 6-months, but clients may stay longer if approved by DPO and Seventh Step. 16 of 32 bed capacity during covid.*

*Housing contracts are pending board approval for an extension through 6/30/24.*

**Sex Offender Management Treatment Program**

* **THE COUNSELING AND PSYCHOTHERAPY CENTER**
* **HOPE PROGRAM**
* **PSYCHOLOGICAL ASSESSMENTS, INC. DBA SHAPING SUCCESS**

*The Sex Offender Treatment Management program utilizes a pool of therapists provide sex offender treatment and assessment services using the containment approach in the context of multi-agency collaboration, explicit policies, and consistent practices that combine case evaluation and risk assessment, sex offender treatment, and intense community surveillance, all designed specifically to maximize public safety.*

*Treatment providers contracted thru 7/31/24*

*Sex Offender Treatment contracts address the following needs: antisocial temperament, coping skills, antisocial cognition*

**Substance Use and Mental Health Services**

* **Serious Mental Illness (SMI)**

*Success: Movement from Incarceration (SMI) is a justice service program that provides Reentry services in collaboration with the Alameda County Probation Department that serves the whole person and offers one-on-one counseling, medication management, referrals, linkages and career development, a supportive environment and assistance in making positive life decisions.*

* **Mild-to-Moderate Mental Health Services**

*Felton Institute & Roots Community Health Center provide behavioral health treatment, transitional case management and other services for up to 12 months to eligible transition age youth (TAY) and adults with mild-to-moderate mental illness, linking them to other support services or step-down to services as needed to prevent recidivism and promote self-efficacy.*

* **Recovery Residences: Multiple Vendors**

*AB-109 eligible clients who are Alameda County residents with a need for substance use treatment who are interested and willing to participate in substance use treatment may be eligible to receive up to 6 months of sober living housing upon release from California State Prison or Santa Rita Jail. Participation in substance use outpatient treatment is required. Recovery Residence Housing Providers: C.U.R.A. Recovery Residence and Oakland Options Recovery Services.*

* **Other Mental Health & Substance Use Services**

*The Alameda County Department of Behavioral Health Care provides alcohol and other drugs and mental health services for Alameda County.  Some services are provided directly by county staff, and other services are provided through contract with community-based organizations.*

*The above programs are managed by Behavioral Health and contracted thru 6/30/23.*

* **Home bridge transitional housing program**

*La Familia operates the Home Bridge Transitional Housing Program via the Comprehensive Opioid, Simulant, and Substance Abuse Program (COSSAP) Grant. Home Bridge is a substance use treatment and wrap-around reentry and recovery supported program provided in a community-based residential setting. The Program will provide wrap-around case management, substance use treatment including Medication-Assisted Treatment, mental health treatment, permanency planning, and reentry-focused navigation services. The services are intended to reduce the impacts of opioids, stimulants and other substances on individuals and communities, including overdose fatalities, with the goal of treatment, stabilization, and transition into permanent housing.*

*La Familia Counseling Service is contracted through 9/30/23 per the COSSAP grant guidelines.*

**Other Active AB-109 Funded Programs**

* **2-1-1 Reentry Resources and Services: Eden I&R Contract Ends 6/30/25**

*2-1-1 Alameda County Reentry Portal is a place for justice-involved citizens to explore and find supportive resources for preventive and rehabilitative services.*

* **THE Center of Reentry Excellence (CORE): rubicon programs Contract Ends 4/30/25**

*The CORE is a one-stop shop resource hub that offers comprehensive and diverse onsite options to address varying Participant needs. Rubicon Programs will administer and manage the operations at the CORE. They will oversee the one-stop shop and drop-in center to facilitate barrier removals as well as provide a welcoming space where Clients can receive recommendations and connections to Service Providers, attend workshops and community events, and offer a safe place for Service Providers to co-locate and connect directly with Clients. The CORE also supports ACPD’s community outreach, relationship building, and engagement efforts. The CORE open to the entire Alameda County reentry community.*

* **Early Intervention court: Leaders in Community Alternatives Contract Ends 12/31/24**

The *Early Intervention Court (EIC)* embraces the principles of Realignment by offering defendants options to avoid a felony conviction through successful completion of a series of programs. These programs are centered on personal and professional development and are designed to ultimately enable defendants to become more productive members of the community. EIC is a non-statutory, “pre” and “post” plea program that re-directs defendants from the traditional course of the criminal justice system. The aim of EIC is to reduce the rate of recidivism by addressing some of the potential causes of the defendant’s behavior.

* **Reentry Court Services - PRCS: CA Superior Court Contract Ends 6/30/25**

*Reentry court programs are designed to prevent probationers with a history of substance abuse and/or mental illness from returning to prison by providing enhanced services and supervision. Following evidence-based practices, reentry court participants are assessed for their risk of reoffending and treatment needs. Treatment and community supervision plans are created to assist participants to safely and effectively reenter the community.*

* **Transportation: Bonafide Contract Ends 3/31/24**

*At release from prison, transportation represents a basic critical need for individuals. The “Ride to Reentry” program offers safe and reliable transportation to individuals who require it.*

* **SAFE LANDING TRANSPORTATION – SHUTTLE BUS: ROOTS COMMUNITY HEALTH CENTER**

**CONTRACT ENDS 12/31/23**

*At release from Santa Rita Jail, transportation represents a basic critical need for individuals. The “Safe Landing” program offers safe and reliable transportation to individuals who require it. The program also provides an on-site safe landing center for supportive services.*

* **COGNITIVE BEHAVIORAL INTERVENTIONS SERVICES, INCENTIVES AND INNOVATIVE PROGRAM: FIVE KEYS SCHOOLS AND PROGRAMS CONTRACT ENDS 3/31/24**

*The program will use Cognitive Behavioral Intervention – Educational Adult curriculum to teach CBI and address clients’ behavioral patterns, attitudes, values, beliefs, thinking, and/or other dynamic needs. Incentives will be provided to participants and innovations will be assessed to determine impact on retention and outcomes.*