

**Negotiated Acquisition**

**First Lady Of New York's *Integrated Visiting and Family Assistance Model Program***

**EPIN: 00219N0006**

**NEGOTIATED ACQUISITION RELEASE DATE:** April 30, 2019

**PROPOSALS DUE DATE:** May 28, 2019, 3:00 PM.

**RETURN TO:** Questions and Expressions of Interest (Proposals) must be submitted **electronically** to [MOCJPROCUREMENTS@CITYHALL.NYC.GOV](mailto:MOCJPROCUREMENTS@CITYHALL.NYC.GOV) with the subject line: “**Integrated Visiting and Family Assistance Model Program NA EPIN: 00219N0006**”.

This Negotiated Acquisition Solicitation must be obtained directly from the Mayor’s Office of Criminal Justice (“[MOCJ](#)”) by downloading it from the MOCJ’s website, <https://criminaljustice.cityofnewyork.us/notices-solicitations/> . Any further addendum released by the Agency will also be on the website.

Proposers are advised that the Authorized Agency Contact Person for all matters concerning this Negotiated Acquisition is [MOCJPROCUREMENTS@CITYHALL.NYC.GOV](mailto:MOCJPROCUREMENTS@CITYHALL.NYC.GOV)

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## **SECTION I – TIMETABLE**

### **A. Questions and Requests for Information:**

All questions and requests for additional information concerning this Negotiated Acquisition must be directed, via email, to [MOCJPROCUREMENTS@CITYHALL.NYC.GOV](mailto:MOCJPROCUREMENTS@CITYHALL.NYC.GOV). The deadline for submitting questions is 3:00 PM, May 9<sup>th</sup>, 2019.

### **B. Proposal Due Date and Time:**

Date: May 28, 2019

Time: 3:00 PM

### **C. Anticipated Contract Start Date: July 1<sup>st</sup>, 2019**

### **D. Negotiations and Contract Award Procedures**

All Expressions of Interest received by the MOCJ will be reviewed to determine whether they are responsive or non-responsive to the requisites of the solicitation. Expressions of Interest that are determined by MOCJ to be non-responsive will be rejected. MOCJ reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations and/or demonstrations, as MOCJ deems applicable and appropriate. Following negotiations with all qualified and responsive proposers, MOCJ will make an award determination based upon the best interests of the City. This solicitation does not limit the MOCJ's right to add or remove tasks and shall be construed only as a solicitation to open negotiations for the scope of services, budget, timeline, and other terms of contract.

### **E. Anticipated Available Funding and Payment Structure**

MOCJ anticipates awarding at least two proposers shall be awarded under this contract. MOCJ anticipates the total funding amount for this contract will be \$3,560,000.00 over the two-year term, with two options to renew for two years, with terms and provisions governing program implementation to be the subject of subsequent negotiations upon award. MOCJ will negotiate with all qualified proposers who submit an Expression of Interest for this project.

## SECTION II – BACKGROUND

The Mayor’s Office of Criminal Justice (MOCJ) advises the Mayor on criminal justice policy and is the Mayor’s representative to the courts, district attorneys, defenders, and state criminal justice agencies, among others. MOCJ designs, deploys, and evaluates citywide strategies to drive down crime, reduce unnecessary arrests and incarceration, and improve fairness. The office works with law enforcement, city agencies, not-for-profits, foundations, and others to implement data-driven strategies that address current crime conditions, prevent offending, and build the strong neighborhoods that ensure enduring safety. For more information please visit: <https://criminaljustice.cityofnewyork.us/>

In February 2018, First Lady Chirlane McCray announced<sup>1</sup> a \$6 million investment dedicated to address the unique needs of justice-involved women. Intended to break the cycle of incarceration, these new initiatives seek to strengthen family connections, expand access to behavioral health services, and facilitate long-term stability through bolstered reentry networks. The interventions include:

1. Improved visiting services for families on Rikers, increasing frequency and duration of family visiting days;
2. Enhanced evidence-based programming focused on supporting women with behavioral health needs while they are incarcerated; and,
3. Amplified reentry services to include career mentoring and in-home therapy services to deal with the impact of incarceration on women and their families.

The goal of the initiative is to redress various issues that lead women to enter the criminal justice system, accelerate safe reductions to the number of women in City jails, and reduce numerous negative consequences of incarceration for women including mental health issues, family separation, and financial instability. The Mayor’s Office of Criminal Justice (“MOCJ”) is one of several implementing agencies for this initiative.

Women in jail tend to come from vulnerable populations and often have histories of poverty, substance use, mental illness, and trauma – and may end up in jail as a result of slipping through

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<sup>1</sup> Please see the full announcement here: <https://www1.nyc.gov/office-of-the-mayor/news/076-18/first-lady-chirlane-mccray-6-million-investment-break-cycle-incarceration-for>

community safety nets.<sup>2</sup> They are more likely than incarcerated men to have histories of trauma, mental illness and substance misuse in addition to significant housing and employment needs<sup>3</sup>. Incarceration is often an exacerbating factor and without support, women can find themselves triggered and exposed to further criminal justice involvement.

Nationwide, 4 out of 5 women held in jail are mothers, and much more likely to be the primary and/or only caregiver for their children prior to incarceration.<sup>4</sup> In New York City, women comprise seven percent of the overall jail population, accounting for 5,000 admissions in FY17<sup>5</sup>. Among a sample of women detained on Rikers Island in 2016, 79% had children in their homes and nearly half had caretaking responsibilities for other family members.<sup>6</sup> There is a limited but growing literature on the harmful impact of parental incarceration on children and of mass incarceration on communities.<sup>7</sup> Parental incarceration is believed to cause high levels of trauma and toxic stress<sup>8</sup>, and negatively impact a child's emotional, physical and mental health, which can contribute to long term negative mental and physical health outcomes<sup>9</sup>. Furthermore, parental incarceration, and specifically, maternal incarceration can lead to instability, affect children's overall wellbeing<sup>10</sup>. Research shows that individuals returning to communities from correctional settings who have positive family ties and are able to reenter family life successfully are less likely to be arrested. It also shows that successful family reentry can decrease impact on social services and, ultimately, poverty for families as they are able to forge and use their own social networks and supports. Further, research shows that supports for the entire family across the continuum of needs lead to better life outcomes for the individual including decreased substance use and fewer physical, mental and emotional issues, as well as increased employment<sup>11</sup>. Furthermore, women need

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<sup>2</sup> Elizabeth Swavola, Kristine Riley, Ram Subramanian. *Overlooked: Women and Jails in an Era of Reform*. New York: Vera Institute of Justice, 2016.

<sup>3</sup> M Veras, "Women in DOC Custody: Survey Results" (presentation, New York City Mayor's Office of Criminal Justice, June 2016).

<sup>4</sup> Susan W. McCampbell, *The Gender-Responsive Strategies Project: Jail Applications* (Washington, DC: U.S. Department of Justice, National Institute of Corrections, 2005), 4.

<sup>5</sup> Based on a survey conducted in June, 2016 by the Mayor's Office of Criminal Justice and the Osborne Association.

<sup>6</sup> Based on a survey conducted in June, 2016 by the Mayor's Office of Criminal Justice and the Osborne Association.

<sup>7</sup> Travis, Jeremy, and Michelle Waul, eds. *Prisoners once removed: The impact of incarceration and reentry on children, families, and communities*. The Urban Institute, 2003.

<sup>8</sup> <http://developingchild.harvard.edu/science/key-concepts/toxic-stress/>

<sup>9</sup> <http://www.childtrends.org/wp-content/uploads/2015/10/2015-42ParentsBehindBars.pdf>

<sup>10</sup> <https://pdfs.semanticscholar.org/8fb3/325c477f4b8666ff55f9eb5e85e5125d8e75.pdf>

<sup>11</sup> Vigne, Nancy G. La, Rebecca L. Naser, Lisa E. Brooks, and Jennifer L. Castro. "Examining the Effect of Incarceration and In-Prison Family Contact on Prisoners Family Relationships." *Journal of Contemporary Criminal Justice* 21, no. 4 (2005): 314-35.

support that accounts for the stress of incarceration and incorporates techniques for them to process their own emotions about their experiences and, specifically, their roles as mothers<sup>12</sup>.

MOCJ, in close partnership with the Department of Correction (DOC), seeks to procure vendors to create a comprehensive *Integrated Visiting and Family Assistance Model*. This model is designed to provide resources to increase visitation for families, enhance family-focused programming during visitation, and improve post-visit and post-release continuity and family reunification outcomes. Services under this program will be closely coordinated with in-custody visitation services provided by the Department of Correction (DOC), and any in-facility programming will occur with the review, approval, and coordination by DOC programming managers.

### **SECTION III – PROGRAM OBJECTIVES**

MOCJ seeks proposers with demonstrated experience in facilitating visitation for children of women who are currently detained and/or incarcerated in City custody. The contracted vendor(s) will be responsible for creating a process of identifying and referring families to the Integrated Visiting and Family Assistance program. The awarded vendor(s) will implement evidence-based programming including but not limited to curriculum/a on parenting, cognitive and dialectic behavioral therapy, and other presenting areas of need. Program services will be conducted in the visitation area for the women and their children during visits, with adjunct visit support/visit coaching provided in preparation of, during, and after visits (post-visit debriefs) to promote more positive and constructive experiences for both women and families. The contracted program(s) will: leverage evidence-based principles to institute protocols governing visit type, visit structures, frequency and length of visits; develop and manage collaborative relationships with correctional administrators and staff; and deliver responsive services that honor the role of primary caregivers and are resonant with presenting family dynamics. The program(s) also will provide and/or arrange transportation to Rikers Island for families and, where appropriate, offer alternative means for incarcerated mothers to connect with their children, such as video-conferencing. Further, the program(s) will coordinate on-Island groups and/or one-on-one counseling with incarcerated women to give opportunities for women to share and process their experiences; deliver home- and

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<sup>12</sup> Arditti, Joyce, and April Few. "Maternal Distress and Women's Reentry into Family and Community Life." *Family Process* 47, no. 3 (2008): 303-21.

community-based clinical case management services including referrals to community supports for the families, especially interim caregivers; and assist interim caregivers with addressing children's basic needs such as access to public benefits and school supplies, among others. Finally, the awarded program(s) will provide supports for families to share and process their experiences with others who are also experiencing maternal incarceration. Collectively, these services will ensure that families receive assistance and support while dealing with the mother's incarceration, thereby increasing the likelihood that families can successfully reunify upon the mother's release from custody.

Because of the extensive and complex array of needs presented by incarcerated mothers and their families, respondents who seek to provide the solicited services should have existing organizational frameworks for providing evidence-based programming in custody as well as visitation support and coaching for incarcerated women and their children. Proposers also should have experience delivering services in both correctional and community-based settings as it is essential that they are familiar with the barriers commonly experienced by women returning home following a period of incarceration such as, but not limited to, locating employment, supervision commitments, stable housing, credit/debt, court Fee and Restitution, College Entrance and Retention and, consequently, have developed distinct competencies to remediate them. Furthermore, proposers should have existing relationships with agencies and community-based providers who engage justice-involved women and their families in order to effectively coordinate services across the touch points of a woman's journey in the criminal justice system and her subsequent reintegration into the community.

Proposers should describe what evidence-based model (such as *Visit Coaching*) the proposed program will draw on as well as other responsive, clinically-based interventions that would be deployed throughout the duration of engagement (both in- and post-custody) in addressing the complex, dynamic, and expansive needs presented by detained and/or incarcerated women and their families.

## SECTION IV - FORMAT AND CONTENT OF THE PROPOSAL

### Instructions

Interested applicants should submit all the information requested via email to [MOCJPROCUREMENTS@CITYHALL.NYC.GOV](mailto:MOCJPROCUREMENTS@CITYHALL.NYC.GOV) with the subject line: “**Integrated Visiting and Family Assistance Model NA EPIN: 00219N0006**”. The information requested in the Negotiated Acquisition shall be typed in a 12-point font, single-spaced, not to exceed ten (10) pages.

### Proposal Package Contents

The e-mailed Proposal Package must contain the following materials:

1. Program Proposal Narrative (not to exceed 10 pages);
2. Signed Letters of Agreement(s);
3. Proposed Line-Item Budget Summary;
4. A completed Doing Business Data [Form](#).

### Program Proposal

The Program Proposal is a clear, concise narrative that addresses the Proposer’s overall program and service concepts and incorporates all relevant requirements. The Program Proposal must demonstrate that the Proposer has the capacity to meet the requirements of this solicitation. Proposer’s narrative must address the criteria listed in subsections I-IV, below.

### Scope of Services

#### I. Experience

Proposers must describe their experience with:

- A. working with justice-involved women and their families;
- B. incorporating and utilizing appropriate modalities and evidence-based practices in engaging detained and/or incarcerated women and their families, providing correctional facility-based visitation and other program services, and facilitating successful family transition and reunification both during and following a mother’s detention/incarceration; and,
- C. providing families, including caretakers, with home- and community-based services and supports both during and subsequent to the period of maternal detention/incarceration, including, but not limited to:
  1. visit support/visit coaching provided in preparation of, during, and following visits (post-visit debriefs);
  2. direct provision and/or arrangement of transportation to Rikers Island for families as well as alternative means for incarcerated mothers to connect with their children such as video visiting;



3. coordination of facility-based groups and/or one-on-one counseling with incarcerated women to allow women to share and process their experiences;
4. delivery of home- and community-based clinical case management services for families, including interim caregivers, to ensure the timely and responsive address of children's basic needs and to allow families to share and process their experiences with others who are also experiencing maternal incarceration; and,
5. the incorporation of referrals and linkages to adjunct services and supports required to promote family stabilization and enduring reunification.

## **II. Program Approach**

Proposer should describe and design the service delivery model in conformance with the core criteria presented below.

- A. Fully describe their program design and service delivery model including:
  1. Clinical frameworks and therapeutic interventions
  2. Staffing Model(s)
    - Types of services offered
    - Location(s) of community-based services (if outside the home)
- B. Fully describe the strategy for identifying, recruiting, and engaging eligible clients.
- C. Provide the client eligibility criteria and the number of clients to be served annually.
- D. Describe how the program will be coordinated with in-custody and reentry services provided by Department of Correction (DOC), and Correctional Health Services (CHS) staff in the Rose M. Singer Center and currently contracted providers of MOCJ.
- E. Describe relevant partnerships you have with other provider organizations including subcontractors, employers, and government agencies and provide signed letters of agreement from proposed subcontractors or formal partners.
  1. In the event that services cannot be fully provided in-house, proposers may plan to subcontract for certain services. Subcontracting shall be subject to the following conditions: a). Proposers must identify what services the prospective subcontractor would manage if subsequently approved under an awarded contract, and describe in their Expression of Interest how this arrangement would be integral to the proposed program

- model; b). Expressions of Interest set out in the solicitation would equally apply to any prospective subcontractor; and,
2. Proposers shall not enter into any subcontractor for the performance of its obligations, in whole or in part, without the prior written approval of MOCJ and in accordance with all City rules and provisions governing the formulation and execution of subcontracts. Consequently, no subcontract should be drafted or executed as part of a proposal submitted pursuant to this NA.

### **III. Organizational Capability**

- A. Proposers must describe their organizational, programmatic, managerial and financial capability to perform the services described herein. Describe also how the proposed program and services will fit into the organization.
- B. Proposers must describe the steps that they will take to ensure your organization's readiness to provide services. Include a description of how you will complete the necessary staffing and program start-up activities and provide a projected timeline.

### **IV. Proposed Budget**

The Price Proposal includes a presentation of the proposer's total budget for providing each element of the Scope of Services prescribed in the solicitation. Proposers should submit a budget for the following periods: 1) 7/1/19 – 6/30/2020 (Year 1); and 2) 7/1/20 – 6/30/2021 (Year 2).

Each line-item budget should include each of the applicable items below:

- A. Personnel – the listing of all personnel, by job title (where the proposal has two or more in the same title, each must be listed separately) needed to fulfill the Scope of Services to be paid by the proposed contract. The listing must include the yearly salary, starting date, and percentage of time.
- B. Fringe – the listing of all the benefits to be paid under the awarded contract as well as the amount and percentage of each listed benefit with the overall amount and percentage.
- C. Start-up costs, if applicable.
- D. Consultants – each consultant must be listed separately, with rate of pay.
- E. Equipment – listing of all equipment needed to be purchased throughout the proposed contracting period to fulfill the Scope of Services. Listing of all rented equipment must also be included in this category.
- F. Supplies – list of supplies needed to fulfill the Scope of Services through the proposed contracting period.

- G. Rental of Facilities – if applicable, the monthly rent of any facility rented to fulfill the Scope of Services, including the total square footage and rate, as well as utility costs per month.
- H. All other Expenses – listing of telephone costs, postal expenses, insurance, etc. Each expense should be listed separately.

**SECTION V - EVALUATION AND CONTRACT AWARD PROCEDURES**

**A. Evaluation Procedures**

All proposals accepted by MOCJ will be reviewed to determine whether they are responsive or non-responsive to the requirements of this Negotiated Acquisition. Expressions of Interest that are determined by MOCJ to be non-responsive will be rejected. MOCJ will evaluate and rate all qualified and responsive vendors that have expressed interest unless it is determined that it is in the City’s best interest to negotiate with fewer vendors. All Expressions of Interest will be rated based on the Evaluation Criteria set forth below.

MOCJ reserves the right to conduct interviews or site visits and/or to request that proposers make presentations and/or demonstrations, as MOCJ deems applicable and appropriate. Although MOCJ may enter into discussions with Proposers regarding submitted acceptable applications, MOCJ reserves the right to award contracts on the basis of initial proposals received, without discussion; therefore, the Proposers’ Expression of Interest should contain its best pricing and programmatic terms.

**B. Evaluation Criteria**

Quality of Program Approach	40%
Demonstrated Quantity & Quality of Successful Relevant Experience	35%
Demonstrated Organizational Capability	15%
Budget Proposal	10%

**C. Basis for Contract Award**

Following negotiations with all qualified and responsive respondents, contracts will be awarded to the responsible proposer(s) whose proposal(s) is/are determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria which are set forth in this Negotiated Acquisition. Proposals determined non-responsive will not be considered for contract award. This solicitation does not limit MOCJ’s right to add or remove tasks and shall be construed only as a solicitation to open negotiations for the scope of services, budget, timeline, and other terms of contract.