



Bureau of Child, Adolescent and Family Health

Division of Violence Prevention: Safe and Successful Youth Initiative

Education and Occupational Training and Employment Services

March 13, 2021

I. Introduction

The Boston Public Health Commission (BPHC) is the local public health department for the City of Boston. Our Mission; Public service and access to quality healthcare is the cornerstone of our mission - To protect, preserve, and promote the health and well-being of all Boston residents, particularly the most vulnerable.

BPHC is issuing a Request for Proposal (RFP) to seek for qualified professional services provider with proven experience delivering Education Services and Occupational Training to based population or individuals involved in gun related violence.

As part of BPHC's efforts to have an equitable procurement process, BPHC will consider and encourage unrepresentative businesses that includes; Minority-owned Business Enterprises (MBE), Women-owned Business Enterprises (WBE), Veteran-owned Business Enterprises (VBE), Service-disabled Veteran-owned Business Enterprises (SDVOBE), Disability-owned Business Enterprise (DOBE), Lesbian Gay Bisexual Transgender Business Enterprises (LGBTBE), and local businesses to apply to this RFP.

II. General Information

In collaboration with the Boston Police Department (BPD), the Boston Public Health Commission's (BPHC) Division of Violence Prevention's (DVP) Safe and Successful Youth Initiative (SSYI) seeks qualified vendors that have demonstrated capacity to engage and have established methods of providing Education Services, and/or Occupational Training and Employment Services to individuals "proven" to be involved in gun related violence.

The Safe and Successful Youth Initiative (SSYI), formally known as Partnerships Advancing Communities Together (PACT), was created in response to a surge in youth and gang violence in 2010. SSYI is a multifaceted youth violence reduction strategy funded by the Executive Office of Health and Human Services (EOHHS) to address gaps in services for "proven risk" individuals ages 17-24 (see Appendix). Grounded in both Public Health and Public Safety approaches, SSYI works with the approximately 275 verified individuals by the Boston Police Department (BPD) as most likely to be perpetrators or victims of shooting or stabbing violence in Boston. SSYI offers intervention services in the form of outreach, intensive case management, behavioral health services, education, and employment services. Through these services, the SSYI program aims to redirect individuals, who absent a constructive alternative, might otherwise contribute to street violence.

Program Structure:

EOHHS funds and operates the SSYI program in 14 city-sites throughout the Commonwealth. In Boston, the grantee is BPD which is responsible for ensuring that all obligations of the grant are met. BPD provides overall leadership and oversight to the Lead Agency, BPHC. Additionally, BPD verifies the eligibility of individuals to receive voluntary SSYI funded services.

As the Boston SSYI Lead Agency, BPHC manages and coordinates all SSYI program services, activities, policies, operations and reporting to EOHHS, and provides for continuity of services among the program partners. BPHC locates, engages, and enrolls into the SSYI program eligible individuals from referring law enforcement agencies. Outreach locations include but are not limited to neighborhoods, county jails, and correctional facilities,

Boston Safe and Successful Youth Initiative

Department of Youth Services facilities, hospitals, probation departments and court houses. BPHC is the sole agency responsible for providing intensive and ongoing Case Management to all SSI clients. All referrals to contracted SSI Education and Occupational Training and Employment Service providers will originate from the BPHC Case Management staff.

III. RFP Timeline	
Friday, March 12, 2021	RFP Legal Notice publication in The Boston Globe
Saturday, March 13, 2021	RFP available online at http://www.bphc.org/RFP 10:00 AM EST. RFP will also be disseminated via e-mail to relevant networks
Question Submission Period Wednesday, March 17, 2021 To Monday, May 2, 2022	Questions due in writing on Monday, May 2, 2022 by 5:00 PM EST to: Roy Martin at email Rmartin@bphc.org and Alyson Boehler at email Aboehler@bphc.org Subject – [Vendor Name] Safe and Successful Youth initiative Questions
Responses to Questions Friday, March 19, 2021 To Friday, May 6, 2022	Responses to questions available for viewing on www.bphc.org/RFP by Friday, March 19, 2021 at 5:00 PM EST. BPHC will post responses on an as needed basis to address vendor questions throughout the Open Enrollment Period. Final responses will be available for viewing on Friday, May 6, 2022 at 5:00 PM EST
Open Enrollment Period Monday, March 22, 2021 To Tuesday, May 31, 2022	RFP will be accepted from Monday, March 22, 2021 at 9:00 AM EST to Tuesday, May 31, 2022 by 5:00 PM EST Submit via email to Rmartin@bphc.org and Aboehler@bphc.org Subject line – [Vendor Name] Safe and Successful Youth Initiative Proposal <div style="background-color: yellow; text-align: center; padding: 2px;">NO EXCEPTIONS TO THIS DEADLINE</div>
Monday, March 22, 2021 Through Tuesday, May 31, 2022	Notification of Decision: It is the intention of BPHC that proposals will be evaluated within thirty (30) days of receipt. BPHC has the discretion to extend this time period without notice to the proposers.

IV. Period of Performance

The initial contract period is until June 30, 2021. Contracts will be written with the possibility of a continued extension through June 30, 2022, subject to the availability of funding.

V. Scope of Service

SSYI Contracted Education Service Partner Requirements:

SSYI Educational services are defined as services that maintain high school or alternative enrollment and graduation, assist with the attainment of HiSET/GED qualifications, or other educational services, which include but shall not be limited to: remedial education services, tutoring, after-school and out-of-school programs, customized learning plans, evening classes, study skills trainings, English as a Second Language (ESL) classes and credit recovery programs.

- Education providers will utilize an industry standard academic assessment tool to effectively assess the skills and knowledge of each client prior to the start of programming.
- Education plans or Individual Service Plans (ISP) that do not address attainment of a HiSET certification, or a high school diploma must be approved by the Director of SSYI prior to enrollment in SSYI programming.
- Preference will be given to applicants that demonstrate a history of success in achieving HiSET/GED or high school credentials for “proven risk” population.

SSYI Education Providers shall:

- Provide orientation to each client prior to enrollment in Educational Services.
- Administer industry standard assessments and placement testing (where appropriate). Educational Curriculum may be offered via classroom based, hybrid, and distance education delivery methods managed by an instructor with appropriate educational experience.
- Ensure that an appropriate supervision structure for clients is in place as part of its Educational Services model and accurate time and attendance records are maintained for all clients participating in educational services.

SSYI Contracted Occupational and Employment Services Partner Requirements:

SSYI Occupational and Employment Service Providers shall utilize a tiered training and employment model that includes:

- Soft Skill Development: Implement a robust Work Readiness Curriculum (See Appendix) for all clients, subject to review by BPHC and BPD. The Work Readiness Curriculum shall aim to develop skills and behaviors required to obtain and maintain entry-level employment. Such skills shall include but will not be limited to reliability, adaptability, communication, cooperation, problem-solving and initiative. The Work Readiness Curriculum must be offered in a classroom setting and managed by an instructor with appropriate work readiness experience. The program should design a protocol and approach for delivering

these services to clients unable to participate in programming in a classroom setting due to safety or other concerns. The program shall ensure clients participating in subsidized employment who have not completed the Work Readiness Curriculum, attend Work Readiness Curriculum classes, and receive at least 2 hours of work readiness skills training each week.

- Occupational training: Programs that address skill deficiencies and enhance the employability of clients. Such services may include but shall not be limited to: classes leading to credentials such as driver's permits, First Aid/CPR and industry-recognized certifications.
- Transitional Employment: Assist with identification and placement of SSYI clients in Subsidized Employment opportunities supported and paid via a case management stipend by BPHC/SSYI, designed to help clients gain work readiness, life, and technical skills necessary to successfully obtain and retain unsubsidized employment. Services shall also include assistance with determining eligibility for Workforce Innovation and Opportunities Act (WIOA) programs.
- Assistance with obtaining unsubsidized employment: Identification of and collaboration with employers willing to consider clients for unsubsidized employment; client coaching and assistance with job applications and preparation for job interviews.
- Support for clients participating in unsubsidized employment: Ongoing communication with clients and their employers, as appropriate, to assist clients with problem resolution, job retention, and further career planning and skill development needs.

In addition to maintaining a tiered employment model, SSYI Occupational and Employment Service Providers shall:

- Provide orientation to each client prior to enrollment in Occupational Training and Employment Services, including but not limited to the specifics of each tier (e.g. length of time and expected progression through tiers) and the categories of services provided to clients.
- Ensure that an appropriate supervision structure for clients is in place as part of its Occupational Training and Employment Services model and accurate time and attendance records are maintained for all clients participating in employment services.
- Ensure that clients participating in Subsidized Employment supported with SSYI funding do not work more than 30 hours per week.
- Subsidized Employment opportunities supported with SSYI funding may be provided for up to 18 months for each client. Provider must request an extension in writing and receive approval from BPHC to exceed this time frame.

Partnership:

Contracted Partner agrees to:

- Incorporate robust safety and security protocols and practices at all programming locations.
- Promote recovery and resilience by using a trauma-informed approach and creating a place of safety for clients. As part of ensuring trauma-informed programming, all staff, paid or unpaid, of the agency who engage with SSYI clients must be currently trained or will participate in informed training within 60 days from the start of the contact period or start of employment.

- Inform the Lead Agency within 24 hours of becoming aware of any critical incidents involving SSYI program participants or staff members. A critical incident is defined as a homicide, serious injury, arrest on a serious charge, or employee misconduct that may be related to the SSYI program, its clients or staff.
- Keep information in a confidential manner that is in compliance with State and Federal Statutes and not to share it for any other purpose than advancing the health and well-being of SSYI clients.
- Participate in case conferences with the client and BPHC at the request of SSYI Violence Prevention program.
- Inform the Lead Agency of any supports or technical assistance needs, including Case Conferencing, to achieve compliance with the grantor and help ensure success of SSYI clients.
- Accept a standard Case Rate established by BPHC.
- Enter into a \$0 minimum contract with BPHC and accept client referrals on a case by case basis.

Required Networking Activities:

Partners agree to participate in quarterly review meetings to discuss topics, such as client service goals, programmatic challenges, transition planning and safety issues.

In addition to quarterly review meetings, contracted providers, who have clients enrolled in SSYI programming, are required to attend statewide trainings held by EHOSS.

Referral Process and Enrollment:

Contracted SSYI partners are required to adhere to a strict referral process.

- BPHC serves as the sole referral source for SSYI clients to the contracted partner. Only individuals identified and confirmed as meeting specific criteria by the SSYI staff will be considered for enrollment under this contractual agreement. No persons should be considered eligible for SSYI programming or supports until receiving a referral from the SSYI staff.
- Pre-existing clients who are currently being served by the partner program/agency that match the SSYI eligibility criteria may be referred by BPHC for potential enrollment.
- Clients who have been disengaged for more than six months will require the completion of a new SSYI Referral Form (provided by BPHC), SSYI Notice of Authorization (provided by BPHC) and intake form (provided contracted agency).
- Service utilization will be tracked in a log to be submitted to BPHC. All contracted SSYI partners will be responsible for the administrative oversight of services and supervisory duties of enrolled SSYI clients

Safety Requirements:

It is the role of the awarded grantee to:

- Complete a client intake prior to enrolling client in SSYI services.
- Complete a needs assessment and action plan that articulates client identified goals upon intake.
- Complete a "Safety Assessment" prior to any enrollment and inclusion into any SSYI contracted program.

A "Safety Assessment" is required to be administered prior to any enrollment and inclusion into SSYI contracted programs for safety purposes. Safety assessments must take into consideration certain factors as "Defined and expressed by the client".

Those examples include:

- Neighborhood safety question and evaluation (including conflicts with the location of the program);
- Concerns relating to Group or Gang affiliations and conflicts;

- Conflicts with other pre-existing program participants that may impact the coexistence or enrollment of the prospective applicant;
- Travel route related to safety;
- GPS bracelet restrictions;
- Health related safety matters, i.e. medications, disabilities, interpersonal violence injuries, and when possible a “Behavioral Health Assessment” administered by a clinician.

Incorporate robust safety and security protocols and practices for all clients at all Program locations. Such protocols and practices shall include but shall not be limited to:

- Safety assessment of clients upon acceptance into the Program and periodically thereafter;
- Implementation of Individual Safety Contracts for all clients;
- Supervision and oversight of clients by Program staff, including by means of video surveillance, as appropriate;
- Restrictions on client communications while participating in Program activities, such as limited use of cellular phones, as appropriate;
- Locked Program locations, where appropriate;
- Incorporation of client Risk Assessments and safety planning protocols into all Program activities; and
- Participation of all SSYI Program Staff in safety trainings delivered by EOHHS, BPHC or EOHHS-designated entities.

Data Collection and Measures:

Data Collection:

All SSYI awarded grantees are required to maintain, collect and report certain data so that BPHC can meet its obligations to EOHHS and maintain compliance with all applicable state and federal regulatory and other statutory requirements. Programs must respond to requests for data from BPHC, including number of completed intakes, enrollment, attendance, assessments, progress towards service goals, service volumes and utilizations, quarterly report information and other metrics as defined by BPHC and EOHHS.

Contracted partners will be evaluated based on performance measures and benchmarks for productivity and for quality of services provided. BPHC will be required to report performance on the following performance measures:

Education Outcome Measures:

Performance will be measured by:

- Number of clients enrolled
- Client progress towards achieving service goals
- Number of enrolled clients who attain of Hi-SET or GED Certification or a High School Diploma

Occupational Training and Employment Services Outcome Measures:

Performance will be measured by:

- Number of clients enrolled in occupational or employment programming
- Client progress towards achieving service goals
- Number of clients who move to a higher tier of employment services
- Number of clients who “completed” employment program
- Number of clients who obtained unsubsidized employment

Quality Improvement:

In addition to the collection of required performance measures, SSYI contracted partners, who have SSYI clients enrolled in programming, will be responsible for participating in person or virtual quarterly site visits, during which BPHC will review service delivery data and ensure that objectives are being met. This regular review of data will alert program management to any shortfalls in enrollment, retention, completion and other potential barriers to client achievement of ISP goals. When challenges and areas for improvement are identified, sites will receive coaching from BPHC to create a quality improvement plan to identify clear aims for improvement and rapidly test changes to address those concerns. Partners will review performance measures with the goal of improving the quality, satisfaction, fidelity, effectiveness and equitable access of program services.

Funder's Role and Responsibility:

BPHC will provide coaching and technical assistance to SSYI service providers through one-on-one consulting and case conferencing to help ensure compliance with the grant award.

The Boston Public Health Commission will:

- Provide holistic, client centered Case Management services;
- Provide oversight and technical support to all SSYI partners;
- Assure collaboration between funded partners;
- Ensure strong partnerships and facilitate the development of all communication and operation protocols across BPHC, other city agencies, and community funded partners;
- Develop and implement training, technical assistance, and performance management systems;
- Provide collaborative learning opportunities; and
- Ensure active, accurate, and consistent communication between SSYI/BPHC and the grantees.

VI. Qualifications

Eligible Organizations:

Eligible organization(s) must be able to fulfill the requirements of the scope of work and demonstrate their qualifications as a vendor by describing a successful history of engaging and providing trauma informed services (see Appendix, Trauma Informed Approach) to “proven risk” youth ages 17-24 who have been identified as the individuals most likely to be perpetrators or victims of firearm violence. Examples of participating agencies include, but are not limited to grassroots organizations, social service agencies, local governmental agencies, and faith-based organizations.

VII. Notification of Award

Proposals will be evaluated by a team of BPHC staff from various divisions. Proposals that do not contain all required proposal components will not be eligible for further consideration. BPHC may also choose to have partner agencies, community service providers, clients, and residents participate in the proposal review process and make recommendations of funding. BPHC reserves the right to make the final decision of award.

VIII. Funding

Selected organizations/agencies are not guaranteed a minimum of funding per awarded contract. Organizations/Agencies will receive \$500 per month for each enrolled client of Education, or Occupational Training and Employment services.

IX. Grant Application

Provide a written response to each of the questions to demonstrate the organization's ability to achieve all Grant responsibilities outlined in this RFP. All questions must be answered. If a question is not answered as indicated, justification must be provided. Applications shall not exceed 10 pages, consisting of double-spaced, size 12 point and Times New Roman font. Incomplete applications will not be reviewed.

Education Provider Questions:

(Occupational Training and Employment Service Providers skip to next section unless applying for Education Services additionally):

1. Describe your experience and unique qualifications participating in SSYI or providing services to similar clients (see Appendix, SSYI Eligible Individual). (35 points)
 - a. Note relevant experience implementing evidence-based approaches, trauma informed services, safety protocols and other relevant components.
 - b. All staff paid or unpaid, of the agency who engage with SSYI clients must be currently trained or willing to participate in trauma informed training within 60 days from the start of the contact period or start of employment. Please provide a description of how your agency will meet this requirement.
 - c. Please specifically articulate your agency's rules and procedures regarding client safety while engaging in programmatic activities and encounters.
2. Describe the experience of a client as they move through the various components of your program (from referral to program completion). (20 Points)
3. Please attach a copy of the intake form that your program will be utilizing for SSYI clients. Please attach and/ or identify your program's assessment tool(s). Describe how these documents are used to inform client programming. (15 Points)
4. Please list your organizations current service areas and main funding sources. (15 Points)
5. Demonstrate your organizations ability to collect data on: (15 Points)
 - a. Number of clients enrolled
 - b. Client progress towards achieving service goals
 - c. Number of enrolled clients who attain of Hi-SET or GED Certification or a High School Diploma
6. Include annual budget for organization. Budget must be included but will not be part of the evaluation process. (0 Points)

Occupational Training and Employment Service Provider Questions:

(Education providers skip this section unless applying for Occupational Training and Employee Service additionally):

1. Describe your experience and unique qualifications participating in SSYI or providing services to similar clients (see Appendix, SSYI Eligible Individual). (35 points)
 - a. Note relevant experience implementing evidence-based approaches, trauma informed services, safety protocols and other relevant components.
 - b. All staff paid or unpaid, of the agency who engage with SSYI clients must be currently trained or willing to participate in trauma informed training within 60 days from the start of the contact period or start of their employment. Please provide a description of how your agency will meet this requirement.
 - c. Please specifically articulate your agency's rules and procedures regarding client safety while engaging in programmatic activities and encounters.
2. Describe the experience of a client as they move through the various components of your program (from referral to program completion). Include a detailed description of your tiered employment model and Work Readiness Curriculum (See Appendix). (20 Points)
3. Please attach a copy of the intake form that your program will be utilizing for SSYI clients. Please attach and/ or identify your program's assessment tool(s). Describe how these documents are used to inform client programming. (15 Points)
4. Please list your organizations current service areas and main funding sources. (15 Points)
5. Demonstrate your organizations ability to collect data on: (15 Points)
 - a. Number of clients enrolled in occupational or employment programming
 - b. Client progress towards achieving service goals
 - c. Number of clients who move to a higher tier of employment services
 - d. Number of clients who "completed" employment program
 - e. Number of clients who obtained unsubsidized employment
6. Include annual budget for organization. Budget must be included but will not be part of the evaluation process. (0 Points)

Submission of an application does not guarantee receipt of funding. The contract resulting from this Request for Proposal is formed when BPHC approves and signs the applicable Standard Contract and required forms. Services shall begin on the agreed upon contract start date.

RESPONSES SHOULD BE RECEIVED NO LATER THAN TUESDAY MAY 31, 2022 by 5:00PM EST

APPENDIX

Client – An Eligible Individual who has completed the Enrollment/Intake process as described in Section: Referral Process and Eligibility for SSYI Funding

Critical Incident – an incident including but not limited to homicide, serious injury, arrest on a serious charge or misconduct. A Critical Incident may involve a client, Program staff or both.

Enrollment – Client participation in the Program, following completion of the intake process.

Executive Office of Health and Human Services (EOHHS) – The Executive Office of Health and Human Services, (EOHHS), established in 1971, is the largest executive office in the Governor’s cabinet. EOHHS is responsible for coordinating the service delivery and policy development in the Commonwealth’s 17 health and human service agencies. Agencies and programs falling under EOHHS include Medicaid (MassHealth), child protection (the Department of Children and Families), juvenile justice (the Department of Youth Services), welfare (the Department of Transitional Assistance), mental health (the Department of Mental Health), developmental disabilities (the Department of Developmental Services), public health (the Department of Public Health), other disability agencies, soldier’s homes, veteran’s services and elder services. EOHHS is actively engaging in efforts to improve integration of services, both within and across agencies, to ensure that individual clients and families receive comprehensive, effective and efficient services.

Safe and Successful Youth Initiative (SSYI) – a comprehensive, interagency strategy that connects law enforcement, employment, education, public health and youth development agencies to reduce youth violence in the Commonwealth.

SSYI Eligible Individual - An Eligible Individual is an individual who is 17-24 years old who:

- Is known to law enforcement as meeting at least one of the following criteria:
 - Repeatedly engages in crimes against persons,
 - Repeatedly engages in weapons violence,
 - Is in a leadership role in a gang,
 - Is substantially involved in gang activity or street violence, or
 - Significantly facilitates gang activity or street violence.
- Currently resides in the community, spends a significant amount of time in the community, or is expected to be released into the community.

Transitional (Subsidized) Employment – Client placements in volunteer opportunities, from which a stipend is generated via BPHC/SSYI for confirmation of active engagement and compliance.

Trauma Informed Approach- a multi-level, strengths-based framework that is grounded in an understanding of and responsiveness to the impact of trauma. It emphasizes physical, psychological, spiritual and emotional safety, and creates opportunities for people to heal and thrive. It also recognizes and addresses the impact of racism and other forms of structural violence. (Based on Hopper et al. (2010) *Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings*)

Unsubsidized Employment – Client employment placement, for which the employer does not receive a subsidy to cover the wages and costs of employing the client.

Work Readiness Curriculum – A curriculum that the Program is required to implement as part of the Occupational Training and Employment Services Program Component.