

MARIN COUNTY PROBATION DEPARTMENT

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REQUEST FOR PROPOSALS (RFP)

**School Works Initiative  
Early Intervention Program**

RFP-PROB-2019-30

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Administered by  
MARIN COUNTY PROBATION DEPARTMENT  
AND SAN RAFAEL CITY SCHOOLS

DATE ISSUED: April 29, 2019

DEADLINE FOR SUBMISSIONS: May 20, 2019

The Marin County Probation Department does not discriminate on the basis of sex, race, color, religion, age, sexual orientation, disability, marital status, or national origin in employment or in its educational programs and activities. Auxiliary aids and services are available upon request to individuals with disabilities. Alternative formats will be made available upon request.

## **I. Initiative Overview and Purpose**

Fifty-five percent of all youth referred to the Marin County Probation Department in 2018 were Latino, despite the fact that they represent at best 25% of the youth population in this jurisdiction. This over-representation becomes even starker as one penetrates deeper into the system. This disparity is obvious, striking and unacceptable.

The Marin County Probation Department has made the issue of addressing ethnic disparities a priority. In 2018, the Reducing Ethnic Disparities (RED) Committee was developed and this group met several times to assess the possible causes for this situation. During focus groups that were conducted, the RED Committee heard from stakeholders in juvenile justice, including service providers, parents and youth, and a variety of themes emerged from this process:

- *Trauma was a common experience for many of the families involved in the juvenile justice system*
- *Some families lack trust with the people who operate in the juvenile justice system*
- *There was an interest in having more services be made available to youth and families before they got arrested*

As a result of this process, the RED Steering Committee has recommended developing a pilot project that will provide home and school-based prevention services to meet the needs of families from communities where a disproportionate percentage of youth are entering, and penetrating, the juvenile justice system. The hope is that if services and support, including trauma-informed care, are provided to families on a voluntary basis, at an earlier age, and without the fear that can come with law enforcement involvement, Marin County may be able to reduce the disproportionate numbers of Latino youth referred to the justice system. The Probation Department, in collaboration with the San Rafael City Schools, has developed the School Works Initiative to be the vehicle to provide those services.

## **II. Pilot Program Period**

The grant award will be made on a competitive bid basis. The anticipated eighteen-month contract period is August 1, 2019 through January 31, 2021.

## **III. Available Funding**

A total of up to \$137,066 is available for the service provider that receives the grant award. This is a one-time grant award opportunity and is not intended to fund ongoing expenditures. The School Works Initiative is intended to be a pilot project and, if determined to be effective and successful, additional funding may be sought to expand it beyond its pilot phase, and/or expand to additional school sites.

## **IV. Proposed Services**

The underlying principle behind the School Works Initiative is that most youth who enter and penetrate the juvenile justice system had needs that were identified but not addressed at an earlier age. The School Works Initiative seeks to fill that gap by identifying children displaying early risk signs and providing them with dedicated intervention and support services. This includes working with identified youth and their families to access services and overcome underlying barriers that may be contributing to their risk factors. The goal of service intervention is to improve the child's attendance, behavior and academic performance.

To accomplish the School Works Initiative a Community Partner is sought to provide assistance in the following three program areas:

- Identifying students at risk of developing signs of at -risk behavior
- Providing services that increase the students' protective factors and reduce the risk of delinquency
- Linking students and families to the appropriate level of intervention services

Participants in the School Works Initiative will be identified by school staff and/or law enforcement officials who have reason to believe the child and/or family is in need of intensive support and services.

- Behaviors such as excessive truancy, acting out at school or in the community, and/or poor academic performance could be examples of how a child might be identified.
- Any staff person or law enforcement official associated with the San Rafael City Schools may refer the child to the School Works Initiative.
- Child and the parent may self-refer.
- Youth with an active referral to the Probation Department or another local diversion Initiative are ineligible for the School Works Initiative.

The decision to accept a family into the Initiative must be unanimous with the family, school staff and the School Works Initiative team all in agreement. Consideration must be given to whether the family is in need of such an intensive level of service as School Works and what the likelihood for success will be.

The selected partner will staff and facilitate the School Works Partnership Team and will have responsibility to:

- Coordinate the referral and selection process for participants into the program
- Act as a regular conduit of information between the participant's parents and school officials
- Document services delivered and outcomes

#### **IV. Target Population**

This pilot program targets youth ages 8-14 that attend the following San Rafael City Schools:

- Bahia Vista Elementary
- Davidson Middle School
- San Pedro Elementary
- Venetia Valley Middle School

The selected provider will be expected to manage a caseload of up to 15 families with the average duration of assistance expected to be six months, with a goal of serving 40-45 families during the grant period.

#### **V. Location of Services**

Services are intended to be provided in a format that reaches children and family and assists them in completing tasks that may otherwise prevent them from moving forward. Due to this, the selected partner will be expected to have a presence at the school site where the student is

enrolled, and will also be expected to be available to provide support and services in the homes of the participants and may require providing transportation to assist in accessing services.

## **VI Resources Available**

- A half-time Deputy Probation Officer serving in a non-traditional assignment has been dedicated to this program. The Officer will be co-located at the targeted school sites and expected to integrate in the school community to provide assistance to the program.
- San Rafael City Schools will provide access to school grounds and representatives for the School Works Initiative team
- Access to a variety of other services normally only available to youth and families referred to the Probation Department. These services might include family or individual therapy, employment support, access to recreational activities/tangible incentives, and educational support.
- Families who agree to take part will be expected to attend a parent education Initiative (for which they will receive support, such as transportation and child care if necessary, to be able to complete).

## **VII. Anticipated Program Components:**

- School Works Partnership Reporting
- Referral Process Coordination
- Case Management
- Parent Peer Support
- Flex funds to support youth needs (clothing, school supplies, pro-social events participation)

It is expected that the successful implementation of this service will reduce the numbers of Latino youth who subsequently enter the juvenile justice system over the long term, and it will also improve the children's school performance in the short term. Services should have the following values in mind:

- The Initiative will provide culturally relevant and appropriate services that can be delivered in Spanish and will be effective with a population that is comprised primarily of immigrant families.
- Families are treated with respect and considered partners, not "clients."

## **VIII. Reporting and Performance Requirements**

The grantee will be required to meet mutually developed requirements, including but not limited to, collecting and submitting client data and engagement activities to the Marin County Probation Department and San Rafael City Schools. At a minimum, data elements that must be collected include the number of individuals served and the types of services provided consistent with the services identified in *Section IV. Proposed Services/Scope of Work*. The grantee will submit the data elements to the Marin County Probation Department in a monthly progress report for each month of the grant period.

## **IX. Eligible Applicants**

Any nonprofit (501c3) or public service agency, including government agency, legally entitled to provide services in Marin County may apply. All applicants must document in the narrative that they meet the following minimum qualifications:

- A minimum of two (2) years of experience providing similar services as those proposed;
- A minimum of two (2) years of experience working with target population.

Should an applicant propose to collaborate or subcontract with another agency or individual legally entitled to do business in the State of California and possessing the necessary licenses and certifications, the applicant must include a letter of participation from the proposed entity(ies) and include the specific duties being proposed under the collaboration or subcontract. The contract amount shall be reflected in the Budget.

## **X. Other Requirements and Expectations for Grantees**

### **A. Summary of Contact Terms, Conditions and Requirements**

The grantee shall be required to comply with this Request For Proposal RFP-PROB-2019-30; and the terms and conditions required by the original funding source for the programs/services described by this RFP; and the terms and conditions of the County of Marin's Professional Services Contract, including all exhibits incorporated therein. The County's Professional Services Contract, including all incorporated exhibits, contains specific provisions including, but not limited to, nondiscrimination in hiring and in the provision of services, record keeping, payments, limitations and obligations, conflict of interest, indemnification and insurance, and assignment. By submitting a proposal, the applicant agrees to be bound by all terms and conditions of the County's Standard Professional Services Contract and its exhibits, attached hereto as Attachment A.

### **B. Insurance**

The County requires that all contractors carry \$1,000,000 in liability insurance (\$2,000,000 aggregate). The County must be named as additional insured, and specific language must be included on the signed endorsement to the policy. The required insurance coverage requirements are described in the County of Marin's Standard Professional Services Contract, attached hereto as Attachment A. It is strongly suggested that applying entities be certain of the ability to secure this insurance and verification prior to submitting a proposal.

### **C. Administrative / Legal Requirements**

Contractors will be paid on NET 30 payment terms following the submission of an invoice to the Marin County Probation Department for services performed to the County's satisfaction. This contract will be reimbursed on an actual cost reimbursement basis not to exceed the total contract amount. It is the responsibility of the contractor to track expenditures and any services provided by the contractor and/or subcontractors and expenses that exceed the allocation will not be reimbursed.

Applicant must be legally authorized to conduct business in the State of California and have established administrative and program resources in Marin County. Applicant agrees that state and/or local monitors or auditors, to ensure compliance with funding requirements, may review provider facilities and relevant financial and performance records.

### **D. Tentative Time Schedule**

All applicants are hereby advised of the following schedule and will be expected to adhere to the applicant-related deadlines below:

- RFP Advertised April 29, 2019 – May 20, 2019
- Open Questions Period April 29, 2019 – May 8, 2019
- Answer to Questions Posted May 10, 2019
- Proposals Due May 20, 2019
- Evaluation of Proposals May 21, 2019 – May 24, 2019
- Posting of Notice of Intent to Award May 27, 2019
- Estimated Award Distribution August 1, 2019

## **XII. Proposal Instructions**

In responding to this RFP, use the outline as it appears below and label your responses accordingly. Failure to include the following elements in the order specified below will result in disqualification from the proposal review process. If the total number of pages exceeds the parameters stated below, the additional pages will be discarded and will not be reviewed by the proposal review committee.

### **A. Cover Page (1 Page Limit)**

Use the organization's current letterhead. Include:

- Name of organization submitting a proposal;
- Type of organization (e.g. private non-profit, other-specify, etc.);
- Name and telephone number of primary contact person for the proposal;
- Summary statement of services to be provided

### **B. Applicant Experience (2 Page Limit)**

- 1) Experience with services
  - a) Document all prior experience in the provision of similar programs or activities as those proposed, including establishing a minimum of two years of experience.
  - b) Describe the agency's existing services and how they would relate to the proposed service.
- 2) Experience with target communities
  - a) Describe previous experience with providing services to the diverse ethnic, linguistic and cultural population(s) who will be served under this program
  - b) Describe previous experience with providing services in Marin County.
  - c) Describe previous experience with collaborating with schools including administrators, teachers and on site community based providers.
- 3) Describe the organization's capability to provide culturally and linguistically competent services for clients served by this program.
- 4) Organizational structure
  - a) Include an organizational chart for the entire legal entity, showing how the new program would fit into the existing organization. (Attachment – not part of page limit)

### C. Proposal Narrative (5 Page Limit)

- 1) Briefly Describe the agency's conceptual approach to the services being solicited.
  - a) Describe the services to be delivered by your organization under this contract
    - i) Gaps to be identified and addressed
    - ii) Services and linkages to be provided
    - iii) Intended outcomes
  - b) Describe how you will ensure that target populations will be served, such as ensuring accessibility and providing outreach to the target populations.
  - c) Describe how families will be engaged and brought into the referral process
- 2) Describe the staff that will be required for this program
  - a) Include training and experience required, functions and responsibilities.
  - b) If the staff are already determined, include their qualifications.
  - c) If the staff are not determined, describe the process for hiring qualified staff for a timely implementation of the program.
- 3) Program Effectiveness
  - a) Explain why is this program expected to be effective, including:
    - i) What evidence-based practices, promising practices, or locally proven practices are being implemented? Why are these chosen for implementation? Describe how they are being implemented with fidelity or what adjustments are being made.
    - ii) How will the services effectively address the targeted risk factors and academic/behavioral outcomes
    - iii) How will services be documented? Describe how confidentiality and privacy will be addressed.
- 4) Program Start Up
  - a) Include a timeline of activities required to begin implementation the program, including hiring staff, training, start of services, and other key activities.

### C. Budget and Budget Narrative (No Page Limit)

Provide an itemized budget for the project including items such as staffing costs, programming costs, supplies, etc. Provide a budget narrative explaining all costs contained in the proposed budget. Explain the expected program costs and a rationale for each line item in the budget. List and briefly explain each staff position, including number of hours worked weekly and hourly rate. Provide your organization's indirect rate and a detailed description of what is included in calculating the indirect rate. Indirect rates cannot exceed 8% of personnel and direct costs.

## **XII. Proposal Submission Requirements**

### A. General Policies

The County assumes no obligation for any of the costs associated with proposal development, preparation and submission. This RFP is in no way an agreement, obligation or contract.

Proposals will become the property of the County upon submission and may be subject to the terms of the Public Records Act, as required by law. After submission of the proposals and closing of the submission period, no information other than what is outlined in this RFP, will be released until after an award becomes final.

The County reserves the right to make an award without further discussion of the proposals received. Therefore, it is important that the proposal be submitted initially on the most favorable terms from both a technical and cost standpoint. The County reserves the sole right to interpret or change any provision of the RFP at any time prior to the proposal submission date. Any such interpretation or change shall be in the form of a written addendum and shall become part of the RFP.

#### B. Submission Deadline and Format

Proposals should provide information that satisfies the requirements outlined in this RFP. The applicant must submit one (1) original and three (3) copies of the proposal in a sealed envelope. The applicant must write the RFP title on the outside of the sealed envelope. Original proposal (and the copies) must be delivered by Monday May 20, 2019, no later than 3:00 p.m., to:

Marin County Probation Department

Attn: Samantha Klein, Business Manager

3501 Civic Center Drive, Room #259, San Rafael, CA 94903

Proposals may not be faxed or electronically transmitted and must be received by the date and time recited above. Post marks and delivery service marks will not be accepted. Late proposals will not be accepted.

Only proposals submitted in the format described within this RFP will be considered. Proposals must be submitted on standard 8-1/2" x 11", plain white paper, typed, single-spaced, in no less than 12-point typeface, with one-inch (1") margins and pages numbered consecutively. Designer or hard covers are not permitted, and will be removed from proposals prior to their being shared with the review committee. Proposals shall be fastened in the top left-hand corner with a metal staple, clasp or other type of fastener.

#### C. Contact between Applicant and County

To maintain a fair and impartial process, all questions regarding this RFP must be submitted in writing via email to [sklein@marincounty.org](mailto:sklein@marincounty.org). **Questions** should be submitted no later than May 8, 2019. All questions and answers will be posted to the Probation Department Website by May 10, 2019.

### **XIII. Proposal Review and Selection Process**

#### A. Proposal Review and Selection

Staff from the Probation Department and San Rafael City Schools will conduct an initial technical review to ensure that the format requirements outlined in this RFP have been fulfilled. If any of the material format or substantive requirements are missing or incorrect, the proposal may be disqualified.

All proposals that pass the initial technical review will then be submitted to a proposal review committee that shall evaluate and rank the proposals. The purpose of the evaluation is to



determine which applicants demonstrate the skills, expertise and experience to successfully perform the tasks specified in the RFP.

Prior to making an award, the County may choose to conduct interviews with applicants. The purpose of the interviews would be to ask follow-up questions that may arise from the review committee and collect any additional information not gleaned from the proposals. The County may also request additional necessary to determine the applicant's financial stability, ability to perform on schedule or willingness to incorporate additional features in the proposal, and any other relevant information necessary to make the award.

Once a decision is made, a Notice of Intent to Award will be mailed to all applicants evaluated by the committee.

#### B. Post Award

Once the Notice of Intent to Award has been issued, the provider selected will be contacted to execute the County's Standard Professional Services Contract. At that time, the selected provider and the County may discuss adjustments to the budget and/or the scope of work. However, no other provisions of the County's Standard Professional Services Contract will be negotiated. Refer to Attachment A for a copy of the County's Standard Professional Services Contract.

The applicant grantee awarded a contract under this bid process will be required to adhere to the reporting requirements set forth by the Board of State and Community Corrections, as well as to provide any additional data needed to satisfy other County or state reporting requirements.

#### C. Appeal

Should an applicant not accept the decision in the Notice of Intent to Award, the following appeal process may be exercised.

The appellant applicant must file a Notice of Intent to Appeal with the County Office that issued the RFP. No other method of delivery will be accepted. The Notice of Intent to Appeal must be received at the address stated below no later than five (5) working days after the Notice of Intent to Award letter has been posted and mailed to all participating applicants.

Marin County Probation Department

Attn: Samantha Klein, Administrative Director

3501 Civic Center Drive, Room #265, San Rafael, CA 94903

The Notice of Intent to Appeal must include a full and complete written statement specifying the grounds for the appeal. Certified or registered mail must be used. The notice will be forwarded, through the appropriate administrative channels, to the Chief Probation Officer or designee. The Chief Probation Officer or designee may review the original RFP proposal(s), the public notice, the Request for Proposal document, and the scoring instruments of the proposal review committee, and any other document deemed appropriate. The decision of the Chief Probation Officer or designee shall be final.