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PHILADELPHIA NEIGHBORHOOD RESOURCE CENTERS

REQUEST FOR INFORMATION (RFI)

Posting of RFI – December 13, 2018

Questions on RFI due – December 21, 2018 (5:00 pm Local Philadelphia Time)

Responses to questions provided – December 28, 2018 (5:00 pm Local Philadelphia Time)

RFI submission due – January 7th, 2019 (5:00 pm Local Philadelphia Time)



JAMES F. KENNEY, Mayor
Michael DiBerardinis, Managing Director

PURPOSE OF REQUEST FOR INFORMATION, IDEAS, AND INTEREST:

The City of Philadelphia (the “City”), acting through the Managing Director’s Office (“OCJ”) issues this Request for Information (RFI) to solicit ideas, information, and interest from potential City partners, providers and coordinators at “Neighborhood Resource Centers” (NRCs) throughout Philadelphia. The NRC concept was developed through a collaboration between the City, the First Judicial District (including the Philadelphia Adult Probation and Parole Department (APPD)), representatives of City Council, the District Attorney’s Office, the Defender Association, and other criminal justice stakeholders interested in connecting people involved with the criminal justice system to additional resources, programs, and services. NRCs will be implemented by the City in close collaboration with APPD, and with the support of the other criminal justice partners. Through the preliminary planning process, the City sought the feedback and was guided by: individuals directly involved in the justice system, service providers, the Philadelphia Reentry Coalition, and community organizations. This represents only the beginning of outreach and engagement.

This RFI is not an RFP or application to participate in the NRC initiative. No contracts will result from this RFI. Organizations do not need to respond to this RFI in order to respond to future related RFPs.

What Are Neighborhood Resource Centers?

Philadelphia plans to create a network of Neighborhood Resource Centers, community hubs that reduce barriers for people under county supervision and provide a broad range of services to support holistic reintegration, restoration, and wellness.

The three primary goals for the NRC network are to:

- Meet people where they are to reduce probation/parole violations for Philadelphians, in particular for young adults (18-25) who are at risk of being re-arrested and/or re-incarcerated.
- Unite citywide resources with community-based service providers to provide holistic services in welcoming spaces within the community.
- Open community-based services to justice-involved individuals, their families and loved ones, and community members, building trust between City agencies and neighborhoods.

The NRC network will include sites across the City, in the neighborhoods where the highest numbers of people under the supervision of APPD live. Instead of reporting to the central APPD location in Center City, people who live in those neighborhoods who are on county probation or parole will meet with their probation officer at a Neighborhood Resource Center, where they can also access programs and services, alongside their families, neighbors, and other community members. The vision for NRCs is to transform supervision from compliance and reporting to ensuring that those under the care of APPD receive the resources and programs – such as peer support, workforce development, education, treatment for substance use disorder, behavioral therapy – that they need so that they, and their families and communities, can move forward with their lives.

The City is still exploring different potential operating models for the Neighborhood Resource Centers, and releasing this RFI to learn more about what will make this initiative successful, and what capacity organizations have to be involved.

Why do we need to invest in Neighborhood Resource Centers?

- Over 40,000 Philadelphians are on county probation or parole, a much higher rate than in other large cities. Thousands of individuals cycle through the criminal justice system every year due to violations of the terms of their supervision. Young adults are at a particularly high risk of being re-arrested and/or re-incarcerated.

- NRCs will help to break the cycle of revocations by serving people on probation so they can rebuild their lives, providing opportunities that allow them to more easily access workforce development opportunities, housing, education, health and mental healthcare, and be involved in their communities. In doing so, NRCs will create broader benefits for the overall justice system, contributing to a reduction in incarceration due to violations to supervision, resulting in economic and social cost savings, and improving overall public safety in Philadelphia.
- NRCs will do this by offering needed services in a welcoming space within the communities, meeting people where they are and providing the resources that they need. Many services will specifically be geared towards young adults (18-25 year olds), but available to people of all ages.
 - Currently, those on probation and parole must report to a central probation office located in Center City, requiring most to travel far from where they live and work.
 - There is no systematic referral system to determine services available to people who are involved in the criminal justice system and their families, to aid in reentry and/or support general well-being for those who are court-involved but may not have been incarcerated.
 - NRCs changes this by adding services close to home to benefit those on probation and parole, as well as their families and communities.
- We believe that NRCs will work because the model of decentralizing probation reporting and co-locating reporting with a spectrum of services and resources has proven successful in other cities by effectively reducing recidivism, changing the culture of supervision, and offering community programming.
 - New York City's version of NRCs (Neighborhood Opportunity Networks) have improved the relationship between probation officers and their clients, contributed to institutional change within NYC's Department of Probation, and reduced recidivism for participants, especially young adults. Over six months, 16-24-year-olds who participated in the Neighborhood Opportunity Networks were 35% less likely to be re-arrested than those assigned to a traditional site.¹
 - Allegheny County's NRCs reduced 12-month jail rebooking rates by 10-30% for individuals at mid- and high-risk of recidivating.²

What is going to happen in a NRC?

- NRCs will offer holistic programming and services to those on probation and parole who are mandated to report there, but will also be open to community members so they, too, can access these opportunities in a welcoming place in their own neighborhood.
 - When all implementation phases are complete, each NRC will have between 500 and 1,000 individuals who report there on a monthly or weekly schedule, a percentage of whom are expected to participate in programming.

¹https://storage.googleapis.com/vera-web-assets/downloads/Publications/innovations-in-nyc-health-and-human-services-policy-adult-probation-and-neighborhood-opportunity-network-initiative-neon/legacy_downloads/transition-brief-probation-neon-v2.pdf

²<https://www.alleghenycountyanalytics.us/wp-content/uploads/2016/06/The-Costs-and-Benefits-of-Day-Reporting-Centers-A-New-Model-of-Adult-Probation-in-Allegheny-County.pdf>

- NRCs will have work and programming space to accommodate probation officers and service providers.
- Many of the services and resources at NRCs will be targeted towards (but not exclusively available to) 18-25 year olds on probation (who have the highest rates of re-arrest).
- The following are examples of services/programs that the City is looking to offer at centers:
 - Credible messenger mentorship
 - Education and GED courses
 - Workforce development and job skills programs
 - Healthcare services
 - Mental health and counseling (including cognitive behavioral therapy)
 - Substance use disorder treatment
 - Parenthood classes
 - Arts and recreational programs
 - Computer center and digital literacy courses
 - Food pantry and clothing closet
- Each NRC site will have an advisory committee that includes local neighborhood stakeholders, who will shape the center's design and operations to maximize community benefit and involvement.

What are satellite NRCs?

- In addition to the large City-operated model, the City is looking for community-based partners to host *satellite* NRCs, where 50 to 250 individuals would report on a monthly or weekly schedule.
- Satellite centers adhere to the vision of transforming supervision through allowing those on supervision to report to a welcoming, service-rich environment.
- Satellite centers will be smaller in scale and co-located in the offices of a community organization or entity, which is able to provide services and referrals as necessary.

Where will NRCs be located?

- NRCs will operate on a community-based model, with over half a dozen locations (main hubs and satellite sites) to be opened over the next 5 years across Philadelphia.
- An independent review identified five neighborhoods for site locations based on where individuals on county probation and parole live, with one to two locations to be identified to lead the initial phase based on need and available city resources.
 - **North Philadelphia**
 - **Southwest Philadelphia**
 - **Juniata**
 - **Port Richmond**
 - **Germantown**

HOW TO RESPOND TO THIS REQUEST FOR INFORMATION, IDEAS, AND INTEREST:

Response calendar:

1. Posting of RFI – December 13, 2018
2. Questions on RFI due – December 21, 2018 (5:00 pm Local Philadelphia Time)

3. Responses to questions provided – December 28, 2018 (5:00 pm Local Philadelphia Time)
- 4. RFI submission due – January 7th, 2019 (5:00 pm Local Philadelphia Time)**

Who should respond?

The City welcomes ideas and information from all interested entities, included but not limited to service providers, community-based organizations, nonprofits, and institutions. Through this RFI, the City is seeking information and interest from:

- 1. Program Providers:** Providers that can offer effective programming located at NRCs.
- 2. Program Coordinators:** Organizations with capacity to coordinate a variety of programming offered by different providers at NRCs.
- 3. Satellite Partners:** Organizations based in one of the 5 identified communities who may host a satellite NRC space, where a small number of individuals on supervision may report to their probation officers (1-4 officers total) in a welcoming, service-rich environment.
- 4. Other Interested Stakeholders:** Any organization interested in responding to this request for information, ideas, and interest.

How to respond:

Questions about the RFI are due on December 21, 2018 at 5:00 pm Local Philadelphia Time and can be emailed to Aviva.tevah@phila.gov.

Full submissions are due **January 7th, 2019 at 5:00 pm Local Philadelphia Time**. One electronic copy (PDF format preferred, MS Word format also accepted) should be sent via email to aviva.tevah@phila.gov with the subject line “Neighborhood Resource Center RFI Submission – Your Organization Name.”

See the requested information and questions below. Please provide a cover letter along with your responses, and limit responses to 1 page per question (note which question(s) you are responding to).

RESPONSES TO THIS RFI:

REQUIRED INFORMATION
Name / Title / Organization:
Contact Information
Organization size: (Employees, # of people for which services are provided annually or similar)
Short description of organization (services, programs, general population served) and explanation of how your objectives align with the NRC's objectives.
Please briefly describe any current or past partnerships with the City. Describe the agreement, specify contract amounts, date/duration and department(s) involved.

RESPONDENT MAY CHOOSE TO RESPOND TO ALL OR ONLY SOME OF THE FOLLOWING QUESTIONS.

1. General Feedback: The attached appendix reflects the feedback about NRCs that the City has received from stakeholders to date. We welcome your responses to the following questions:

- What else needs to be considered, in order to meet the goals of the NRC initiative?
- What unforeseen impacts might be caused by the implementation of the NRC network?

2. Program Provision: Program providers will offer services or programming at the NRC's. They could have staff located at the NRC's on a part-time or full-time basis, or have access to shared space to offer programming on a consistent basis. Providers would have access to the supervision population reporting to the NRC's, as well as other community members interested in the service or programming.

- Do you have a program that you think would be successfully replicated within a NRC? If so, what is it? What makes you think this would be effective for the focus population?
- Who is the current population that you serve? What is your organization's experience in providing services to justice-involved individuals?
- What specific neighborhoods do you have experience working in or with?
- How much space would you require for your operations? What type of space would you need (e.g. desks, classrooms, private rooms)? Do you require any special equipment or other needs for you to successfully operate?
- What do you need from the City to offer your program or service effectively within the NRC?

3. Satellite Partners: Satellite partners are community-based organizations that already offer services available to justice-involved individuals in their own space in one of the 5 identified neighborhoods, and that have capacity to accommodate probation officers to work from there, including meeting with the people on their caseloads. The individuals on probation may also choose to participate in existing programming.

- What is the location(s) of the space(s) your organization can provide for a satellite center?
- Does your organization currently have space available or space that will become available in the future (e.g. available desks or private rooms)?
- Who is the current population that your organization serves? What is your organization's experience in providing services to justice-involved individuals?
- What are your expectations for officers who would be based at your organization?

4. Additional Resources/Partnerships: Please explain any other types of resources or partnerships with/from your organization that you envision could contribute to the success of the NRC initiative, that do not fit into the above categories.

RFI CONTACT INFORMATION FOR QUESTIONS, REQUESTS FOR INFORMATION

All questions concerning this RFI must be submitted via email no later than 5pm, EST, Philadelphia, PA, local time on December 21, 2018 (5:00 pm Local Philadelphia Time) and directed to: Aviva Tevah, Office of Criminal Justice, Managing Director's Office, at aviva.tevah@phila.gov. Responses to such questions and requests shall be at the City's sole discretion and nothing in the RFI shall create an obligation on the City to respond to the submitting party or at all. If the City issues any responses to submitted questions or requests for information, those responses will be posted on December 28th, 2018 without any notification to prospective Respondents. The City may, in its sole discretion, issue addenda to this RFI containing responses to questions and requests for information, clarifications of the RFI, revisions to the RFI or any other matters that the City deems appropriate. Addenda will be posted on the City's website at <http://www.phila.gov/rfp/Pages/default.aspx> ("Additional Opportunities").

It is the Respondent's responsibility to monitor the Additional Opportunities site for Addenda and to comply with their terms. Oral responses by any City employee or agent of the City are not binding and shall not in any way be considered as a commitment by the City. If a Respondent finds any inconsistency or ambiguity in the RFI or an addendum to the RFI issued by the City, the Respondent is requested to notify the City in writing by December 21, 2018.

USE OF RESPONSES

The Responses submitted by Respondents to this RFI may be used by the City in the process of preparing a notice of a future Notice of Contracting Opportunity ("RFP"). A Response to this RFI is **not** a requirement to submit a proposal for the contracting opportunity; anyone may submit an Application in response to any future related RFP.

RIGHTS AND OPTIONS RESERVED

In addition to the rights reserved elsewhere in this RFI, the City reserves and may, in its sole discretion, exercise any or more of the following rights and options with respect to this RFI if the City determines that doing so is in the best interest of the City:

1. to decline to consider any response to this RFI ("Response"); to cancel the RFI at any time; to elect to proceed or not to proceed with discussions or presentations regarding its subject matter with any Respondent and with firms that do not respond to the RFI; or to reissue the RFI or to issue a new RFI (with the same, similar or different terms);
2. to waive, for any Response, any defect, deficiency or failure to comply with the RFI if, in the City's sole judgment, such defect is not material to the Response;
3. to extend the Submission Date/Time and/or to supplement, amend, substitute or otherwise modify the RFI at any time prior to the Submission Date/Time, by posting notice thereof on the City web page(s) where the RFI is posted,
4. to require, permit or reject amendments (including, without limitation, submitting information omitted), modifications, clarifying information, and/or corrections to Responses by some or all Respondents at any time before or after the Submission Date/Time,
5. to require, request or permit, in discussion with any Respondent, any information relating to the subject matter of this RFI that the City deems appropriate, whether or not it was described in the Response to this RFI,

6. at any time determined by the City, to discontinue discussions with any Respondent or all Respondents regarding the subject matter of this RFI, and/or initiate discussions with any other Respondent or with vendors that did not respond to the RFI, and/or
7. to do any of the foregoing without notice to Respondents or others, except such notice as the City, in its sole discretion, may elect to post on the City web page(s) where this RFI is posted.

This RFI and the process described are proprietary to the City and are for exclusive benefit of the City. Upon submission, Responses to this RFI shall become the property of the City, which shall have unrestricted use thereof. Responses may be subject to public disclosure under the Pennsylvania Right-to-Know Law. However, a “record that constitutes or reveals a trade secret or confidential proprietary information” is exempt from access by a requester under that law. Ultimate determination of the application of that exemption cannot be assured, but Respondents are advised to mark clearly any portion(s) of any submittal believed to qualify for that exemption. By submitting its Response, the Respondent agrees to the terms.

APPENDIX

Additional Information / Reference Materials

- Summary of Philadelphia Reentry Coalition Feedback

The City of Philadelphia, acting through the Managing Director's Office issues this Addendum to the Request for Information (RFI) originally posted on December 13, 2018 to solicit ideas about "Neighborhood Resource Centers" (NRCs) throughout Philadelphia.

Responses to RFI questions submitted by December 21st will now be posted by January 2nd, 2019 (5:00pm Local Philadelphia Time), and **the deadline for submissions in response to the RFI has been extended to January 14th, 2019 (5:00pm Local Time Philadelphia)** for

PHILADELPHIA NEIGHBORHOOD RESOURCE CENTERS REQUEST FOR INFORMATION (RFI)

Posting of RFI – December 13, 2018

Questions on RFI due – December 21, 2018 (5:00 pm Local Philadelphia Time)

Responses to questions provided – January 2, 2019 (5:00 pm Local Philadelphia Time)

RFI submission due – January 14th, 2019 (5:00 pm Local Philadelphia Time)



JAMES F. KENNEY, Mayor
Michael DiBerardinis, Managing Director

Summary of Philadelphia Reentry Coalition Feedback on Neighborhood Resource Center (NRC) Initiative

This feedback was collected during the Reentry Coalition Quarterly Stakeholder Meeting on October 24th, 2018, where over 100 people representing more than 65 organizations and agencies heard about the Neighborhood Resource Center (NRC) initiative (formerly referred to as Community Resource Centers) and provided feedback, through facilitated discussion and surveys. The City and its criminal justice partners will need to consider operational needs and feasibility in the design and implementation of the NRCs, but stakeholder input is deeply valued and will be accommodated to the best of the City and partner agencies' ability.

General Feedback:

- **Excitement about Partnership Opportunities:** 68% of people indicated that they thought their agency or organization would be interested in partnering with the City on NRCs
- **Prioritization of Resources and Services:** People overwhelmingly indicated that they believe that access to employment, housing, behavioral health, education, mentoring/credible messengers, physical health, and food/clothing/necessities services or resources are all vital or important for NRCs.

Specific Inquiries:

- **How should Neighborhood Resource Centers look and feel to the entire community?**
 - The physical space should be open, bright, welcoming, approachable, and comforting. Food and coffee would help make the space welcoming, along with images of community icons and symbols. Practical features such as lockers should be considered.
 - The space should diverge as much as possible from prison-like features such as metal detectors, uniformed officers, and expansive security features.
 - The Centers should be designed to avoid having long lines or making people feel rushed out of the space.
 - The Centers should be staffed by people from the community.
- **How could we best engage families and community members to utilize NRCs?**
 - The planning and implementation process should engage informal and formal community leaders from faith-based organizations, block captains, community development corporations, and others. Transparency and outreach are critical. A wide range of support for the NRCs by political officials and faith-based leaders will also encourage people to trust the initiative.

- Each neighborhood community should be directly involved from the beginning stage and throughout the lifetime of the initiative, approving and informing decisions.
 - NRCs could be available to families of people who are incarcerated prior to their release, such as having video visitation capacities, foster relationships and help with the adjustment.
 - Having certain resources or events at the NRCs could create buy-in, such as computer/internet access, community events (including giveaways, free backpacks, haircuts, disability services, food pantry, networking opportunities for local businesses).
 - NRCs need trusted service providers so people are more inclined to access services.
- **What is needed to make the NRCs welcoming specifically to service providers/community partners?**
 - Confidentiality and cultivating a safe space are integral.
 - Resource sharing agreements or other ways of avoiding competition or financial disputes.
 - Centralized intake/assessment and case management processes would help serve the community effectively.
 - Having strong performance measurements/outcomes and customer feedback mechanisms will help providers orient their services.
 - Flexibility in scheduling.
 - The establishment of an ambassador from the community, who works as a liaison to service providers.
 - Having knowledgeable, capable staff who genuinely want to be there.
 - **What will enable the NRC initiative to achieve its intended goals 5 years from now?**
 - A thoughtful implementation process with authentic community and provider buy-in.
 - True economic opportunities and accurate understanding of individual and community needs.
 - Being able to see measurable results.
 - For those who are incarcerated, starting the reentry planning process pre-release.
 - **What barriers do you envision in the implementation of NRCs and the initiative achieving their intended goals 5 years from now?**
 - “Not In My Backyard”/NIMBYism stigma of returning citizens.
 - The presence of parole and probation officers could create a punitive or authoritarian environment that prohibits people from accessing resources and

services. Potential difficulties establishing trust, which could stoke fears of re-arrest or just feeling overpoliced within your own community.

- Because people are required to go to NRCs for probation and parole they may resist.
- Competition between organizations and agencies, providers may not want to share power and be flexible in their approaches.

• **What opportunities do you believe will come out of the NRCs?**

- Opportunities for economic and social empowerment, education improvement, employment, deeper understandings of needs of Philly communities, public safety, strengthened community ties by creating a neighborhood hub, decreased recidivism, coordinated case management system, and peer support.
- Improvement of the county probation and parole system/services.
- Because the center is local, people can learn more through word of mouth of their trusted and familiar neighbors.
- The NRCs could help facilitate other community initiatives that promote leadership skills development and peer-to-peer engagement.

How do we build maximum public support for NRCs?

- The local community needs to be heavily engaged in the process.
- Hold city-wide events that are backed by elected officials, ensure high visibility through avenues like social media, bus ads and news outlets (could have community members design advertising), highlight service users' testimonies, and get buy-in from selected community leaders first.
- Paying community members to design and operate them.
- The culture of service delivery for probation/parole must be changed and be more humane. Help with and listen to client goals, priorities, and basic human needs first.
- NRCs should also be a general space for community meetings.
- Incorporating suggestions and feedback from community members.

PHILADELPHIA NEIGHBORHOOD RESOURCE CENTERS

REQUEST FOR INFORMATION (RFI)

RESPONSES TO QUESTIONS SUBMITTED

Posting of RFI – December 13, 2018

Questions on RFI due – December 21, 2018 (5:00 pm Local Philadelphia Time)

Responses to questions provided – December 31, 2018 (5:00 pm Local Philadelphia Time)

RFI submission due – January 14th, 2019 (5:00 pm Local Philadelphia Time)

- 1) Would it be possible to be one of several programs co-located in a NRC?**

Several programs could be co-located in an NRC.

- 2) Would it be possible to be a contractor to an organization awarded to run a NRC?**

Organizations awarded to run NRCs could contract other organizations.

- 3) Can we partner with other organization to provide direct service or does all work need to happen in house?**

Partnerships that result in increased resources or services for people on probation, community members, and others will be encouraged.

- 4) For this initial group of NRCs will there be multiple RFP lets over the proposed five-year time period? Or, will all of the centers be opened over five years from this coming RFP let?**

The City anticipates releasing numerous RFPs to launch the NRC network over the next five years.

- 5) When does the City expect to release the initial RFP?**

The City hopes to release an initial RFP for NRC implementation in the Spring or Summer of 2019.

- 6) What does the City of Philadelphia offer in terms of grants?**

The City is not awarding grants for this effort. Funding for implementation of the NRCs will be through a competitive contracting process.

- 7) What is the expected outcome from the view of NRC initiative?**

Anticipated outcomes from the NRC initiative include reductions in violations of probation and recidivism for people on county supervision; improved educational, workforce, behavioral health, and other economic and social outcomes for individuals; improved

relationships between justice-involved individuals, the community, and the criminal justice system; and neighborhood improvement.

- 8)** Given that the goal is to serve between 500 and 1,000 persons who report there on a monthly or weekly basis, will resources to launch NRCs support staffing for the centers?

Resources to launch NRCs will support staffing for the centers.

- 9)** Do you have a sense of anticipated resources for space and outfitting? Will some, any or all of space needs for NRCs be met by the City?

The City will make available the necessary resources as identified by the City and successful respondent(s) jointly, whether for space or resources.

- 10)** Does the City anticipate siting, owning/leasing, and operating the Neighborhood Resource Centers (NRC) or are you open to a program provider offering an existing location?

The City anticipates owning or leasing the main NRC sites, but the Satellite NRC sites are expected to be located at existing provider/organization locations.

- 11)** Will the City provide any physical space resources for the co-location model (Satellite NRC)?

The City anticipates providing resources to an organization to use some of their space, however, any resources not used for space could be directed towards additional programming or other aspects of the NRC.

- 12)** Can a Satellite NRC be located within a NRC?

No, the satellite NRC is expected to be located within an existing space of an organization that is already operating.

- 13)** Who is the current population that NRC initiative serves?

The NRCs are anticipated to serve people on county probation (with an emphasis on young adults), as well as other justice-involved individuals, their families, and the surrounding community.

- 14)** You write that “many services will specifically be geared towards young adults (18-25 year olds), but available to people of all ages.” Is it possible to focus on programming specifically for young adults 18-25 in a proposed NRC?

As the RFI states, many services will specifically be geared towards young adults (18-25 year olds), but available to people of all ages.

- 15)** Please provide additional information about the City’s anticipated budget for a NRC and Satellite NRC.

Still to be determined at this time.

16) Please provide an anticipated implementation schedule to establish the NRCs over the next five years.

Still to be determined at this time.

17) Are sub bullets considered a question and respondents are allotted one page for each, or are respondents allocated one page for all of the sub bullets that they choose to answer under a single numbered question? Are any illustrations, tables, or attachments a respondent includes in an answer included in the page restriction?

Responses should be limited to one page for each numbered question, including any sub-questions that are addressed. Illustrations, tables, or attachments are not included in the page limit, but please do not submit more than a total of 5 pages of attachments.