

Sourcing Event 000008870
Attachment 2
Service Area Descriptions

1 General

The Service Areas described below are intended as a general guide to the work SFAPD considers within the scope of this Request for Qualifications (RFQ), and is not a complete listing of all services that may be required or desired. To minimize duplication of effort and to allow the City to coordinate data requests and data available for previous and future survey projects, the findings and data gathered by any Proposer awarded and performing a contract as a result of this RFQ may be shared by the City with other City contractors, as deemed appropriate by the City.

Descriptions for the following 5 Service Areas are provided in this Attachment 2.

- A. Service Area 1:** Organizational Development and Strategic Planning
- B. Service Area 2:** Professional Development
- C. Service Area 3:** Nonprofit Capacity Building
- D. Service Area 4:** Research and Evaluation
- E. Service Area 5:** Batterers' Intervention Program Monitoring Services

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A. SERVICE AREA 1: Organizational Development and Strategic Planning

SFAPD seeks expertise to develop the Department's new Strategic Plan. This may include a review and analysis of the SFAPD's administration, organization and programs to develop a Strategic Plan that identifies SFAPD's targets, goals and milestones for the next five years. SFAPD has undergone extraordinary growth and change over the past decade. In the same way, the criminal justice system in the City and County of San Francisco, and the State of California, have experienced significant reforms and more are forthcoming. SFAPD seeks expertise in organizational development and implementation services with experience in probation and criminal justice organization settings. Expect to work with a dynamic and rapidly changing department that has already invested substantial staff resources into redeveloping our Mission, Vision, Values, and Goals, as well as successful partnerships with other criminal justice agencies, City departments, and community-based organizations.

Service Area 1 Objectives:

1. Develop an updated Strategic Plan for the SFAPD, which supports the SFAPD's Mission, Vision, Values, and Goals, as well as the governing initiatives discussed above. Strategic Plan shall include:
 - A. SFAPD Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
 - B. Clearly Defined Objectives
 - C. Strategies and Approaches
 - D. Methods and Operational Tactics
 - E. Resource Allocation
 - F. Performance Measurements
 - G. As Necessary, Develop Secondary Plans to Support Execution of Strategic Plan
 - H. Develop and Implement an Organizational Development Action Plan
 - I. Analysis of most or all of the following External Factors:
 - I. California Probation Trends
 - 1) California Population & Demographics
 - 2) California Crime Trends
 - 3) Legislation Affecting Probation
 - 4) Direction of Chief Probation Officers of California (CPOC)
 - II. San Francisco County Factors
 - 1) San Francisco County Population & Demographics
 - 2) San Francisco County Crime Trends
 - 3) San Francisco County Leadership
 - a. Board of Supervisors and Chief Executive Officer
 - i. Labor Relations
 - ii. Human Resources
 - b. Superior Court
 - c. Professional Peace Officers Association
 - 4) County of San Francisco Strategic Plan
 - 5) Stakeholders
 - a. Agency Staff
 - b. Local Justice Partners
 - c. Community Corrections Partnership (CCP)
 - d. Human Services Agency
 - e. Department of Public Health
 - f. Department of Homelessness and Supportive Housing
 - g. Community Based Organizations/Partners

- h. Clients, Families, Victims
 - 6) Geographical Considerations
 - i. Transportation
 - j. Locations of Target Populations vs Services
 - 7) Client and Victim Services Capacity
 - 8) San Francisco's Drug Crisis
- B. Analysis of most or all of the following Internal Factors:
 - I. SFAPD Leadership
 - 1) Mission, Vision, Goals
 - 2) Functional Organization
 - 3) Leadership and Training Development
 - 4) Decision Making Processes
 - 5) Policy Development
 - a. Mandated
 - b. Non-mandated
 - 6) Agency Morale
 - 7) Communications
 - 8) Performance Measurements
 - 9) Transparency
 - II. Major Agency Programs & Practices
 - 1) Evidence Based Practices
 - 2) Evaluations
 - a. Reentry and Other Program
 - b. Populations
 - 3) Service Excellence (Process Improvement)
 - 4) Realignment (AB109)
 - 5) Reducing Racial and Ethnic Disparities
 - 6) Continuum of Care Reform
 - 7) Alternatives to Incarceration
 - 8) SB 678
 - III. SFAPD Administration and Staff
 - 1) Hiring & Retention
 - 2) Retirement & Succession
 - 3) Performance Reviews and Promotions
 - 4) Workforce Distribution
 - a. Staffing Levels
 - b. Right Sizing
 - 5) Public Relations
 - a. Information Management
 - b. Branding
 - 6) Professional Standards
 - 7) Staff Wellbeing
 - 8) Staff Diversity and Inclusion
 - IV. Data and Technology Use
 - 1) Entry & Standardization
 - 2) Review & Validation
 - 3) Analysis
 - 4) Reporting (Internal & External)
 - 5) Modernization
 - V. Facilities

- 1) Locations
- 2) Adequacy
- 3) Repurpose
- VI. Fiscal
 - 1) Budgeting
 - 2) Forecasting
 - 3) Expense Review
 - 4) Internal Controls
 - 5) Funding Sources
 - 6) Grants
 - 7) Evidence Based & Data Driven Budget, Programs & Contracting
- VII. Equipment & Logistics
 - 1) Uniforms
 - 2) Protective Gear
 - 3) Vehicles
 - 4) Use of Force
 - 5) IT equipment and devices
- VIII. Operations
 - 1) Communications with Clients and Families
 - 2) Emergency Action Plan
 - 3) Field Supervision
 - 4) Court Services
- IX. Training
 - 1) Field Training
 - 2) Professional Development Training
 - 3) Policy Training
 - 4) Safety Training
 - 5) Future Training Needs
- X. Agency Assessment Tools
 - 1) Risk/Needs Based Assessments
 - 2) Validation
 - 3) Static -99
 - 4) Domestic Violence Assessment
- XI. Client Reentry Programs & Services
 - 1) Community Assessment and Services Center
 - 2) SFAPD's Portfolio of Reentry and Rehabilitative Programs
 - 3) GPS Monitoring
 - 4) Gaps Analysis
- XII. Victim Services
 - 1) SFAPD Engagement with Victims
 - 2) SFAPD Resources for Victims

Service Area 1 Tasks may include, but not be limited to:

- 1. Clarify SFAPD Key Objectives;
- 2. Identify Funding Streams;
- 3. Identify, analyze, recommend, and facilitate, successful approaches and strategies to foster staff engagement and accountability, promote efficiencies, reduce risks, and identify needs in management and operational practices;
- 4. Identify, analyze, and recommend successful approaches and strategies related to community corrections;

5. Identify, analyze, and recommend successful approaches and strategies to develop, track, and measure performance and outcomes related to personnel, management, operational, and community corrections practices;
6. Develop interagency work agreements;
7. Conduct qualitative evaluations of processes, outcomes, and impacts;
8. Provide technical assistance in the development of organizational and operational action plans;
9. Prepare timelines for recommended strategies;
10. Conduct cost analyses;
11. Develop logic models;
12. Facilitate organizational development meetings with relevant City and community representatives; and
13. Present draft of the Strategic Plan to the Chief Probation Officer, and at the direction of the Chief Probation Officer be prepared to share your work in forums such as the Reentry Council and Community Corrections Partnership.

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B. SERVICE AREA 2: Professional Development

SFAPD is committed to assisting its workforce, which includes sworn and non-sworn staff, in acquiring and maintaining the necessary knowledge and skills to adhere to evidence-based practices, standards and clinical services within community corrections. The Department seeks expertise in the areas of professional development, coaching, and training with experience working with criminal justice, public safety and community corrections agencies to achieve the below objectives.

1. Service Area 2 Objectives:

A. Coaching Framework

1. Develop and implement a professional development plan for all SFAPD staff (including sworn and non-sworn personnel), which reflect current advances in community supervision EBPs which lead to increased supervision effectiveness through establishing quality relationships with clients and an emphasis in client behavior change rather than control or deterrence orientated supervision strategies.
2. Professional development plans should incorporate creating pathways for individual career development, as well as organizational growth.
3. Create interventions utilizing a “coaching” framework. A coaching framework in community supervision may include support and feedback to clients in the process of transformative behavior change, working toward individual goals, through an established treatment plan.
4. Develop a plan to implement various supports essential to an organizational culture shift that embraces the relationship between sworn staff and clients in a thriving coaching environment.
5. Increase leadership and coordination among SFAPD staff, units, and divisions through training, coaching, and other professional development strategies.
6. Assess staff development and engagement efforts to maximize SFAPD’s ability to execute organizational initiatives and continuously improve and sustain itself as an Evidence Based Organization. This may include a staff training needs assessment, supervisorial coaching, and performance measurement.

B. Family Focused Services

The SFAPD currently funds a gender responsive program for women and children (HER House), and facilitate cohorts of Fathers Matter and Mothers Matter based off of evidence-based parenting curricula created by National Partnership for Community Leadership.

1. Assist the SFAPD to develop and implement a parenting program for clients, which would be facilitated by DPOs and SPOs, which reflect current advances in parenting programs specifically designed for justice-involved men and women.
2. Parenting program design should include several of the following aspects:
 - A. Family reunification
 - B. Family and child involvement in program
 - C. Building healthy relationships
 - D. Effective and assertive communication
 - E. Active listening
 - F. Building a healthy support network
 - G. Co-parenting
 - H. Parenting styles and values
 - I. Healthy families
 - J. Problem solving and decision making

- K. Child Guidance
 - i. Positive reinforcement
 - ii. Non-violent discipline
 - iii. Monitoring
- L. Anger management
- M. Child development
- N. Advocacy for self, children, and family

2. Service Area 2 Tasks may include, but not be limited to:

A. Coaching Framework

1. Address organizational culture challenges that may hinder the implementation of the newly developed professional development plan.
2. Deliver individual and group coaching sessions and trainings to SFAPD staff.
3. Develop staff progress reports based on services provided.
4. Make recommendations on professional development strategies for the SFAPD.

B. Parenting Program

1. Identify and address challenges of involving children and partners into aspects or classes/activities of the Parenting program.
2. Train and certify Parenting Program Facilitators in the evidence-based Parenting Program through a train the trainer model.
3. Assess facilitators' ability to successfully facilitate the Parenting Program.

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C. SERVICE AREA 3: Nonprofit Capacity Building

SFAPD seeks to enhance capacity through external funding sources, including private, state, and federal grant opportunities. SFAPD seeks expertise in guiding organizational diagnostic assessments, provide business counseling and identify capacity-building resources including service providers and/or training services. Specifically, SFAPD is seeking expertise in one or more of the following areas, as they relate to nonprofit capacity building:

1. Service Area 3 Objectives:

- A. Organizational needs assessment & market analysis
- B. Strategy, vision & impact
- C. Leadership coaching
- D. Fund development & resource generation
- E. Board development
- F. Equity, diversity & cultural competence
- G. Staff recruiting, development and retention
- H. Financial planning, budgeting, oversight & operations
- I. Succession planning
- J. Risk assessment
- K. Organizational design & change management
- L. Mergers and strategic restructuring
- M. Evaluation and infrastructure for ongoing program & organizational assessment
- N. Volunteer management
- O. Technological infrastructure
- P. Nonprofit establishment and formation

2. Service Area 3 Tasks may include, but not be limited to:

- A. Guiding organizational leadership in a diagnostic assessment of organizational capacity
- B. Developing and implementing individualized capacity-building plans and scopes of work for nonprofit clients
- C. Directing nonprofit clients to training programs and service providers, assisting with evaluation of proposals
- D. Providing direct services to clients
- E. Tracking and reporting on impact of the work being provided

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D. SERVICE AREA 4: Research and Evaluation

As an evidence-based practice organization, SFAPD seeks to build upon its capacity to enhance the Department's ability to protect the community, serve justice, and change lives by conducting rigorous policy and applied research designed to provide comprehensive information to inform policy and practices of the department and the criminal justice system. SFAPD seeks qualifications from professionals with knowledge of and experience with administrative data, and sequel developer, and/or experience conducting policy and applied research and evaluation in community corrections, public safety, public health, supportive housing, workforce development, and related areas to work collaboratively and proactively on special projects with SFAPD staff and other justice partners.

1. Service Area 4 Objectives:

Below is a list potential research and evaluation projects SFAPD is interested in completing:

- A. **Decision Point Analysis:** Examine and address racial and ethnic disparities in community supervision through a careful and detailed analysis of critical decision points in adult supervision recommendations and practices: pre-sentence investigation (PSI) recommendations regarding sentencing and supervision; motions to revoke (MTRs) – petitions filed for alleged noncompliant behavior associated with technical violations and new law violations; “flash” incarcerations – short periods of detention in county jail for specific supervisees, and recommendations for early termination of supervision.
- B. **Extraction Procedures:** Establish administrative database extraction procedures and scripts designed to create a comprehensive, efficient, and cohesive approach to data infrastructure and policy and applied research needs. This approach is designed to structure, reshape, codify, create, and transform administrative data into data that can be used for policy and applied research purposes.
- C. **Creation of Internal and External Data Dashboards:** Identify internal and external information needs, develop plans for identifying existing and new variables and displays, develop procedures for cleaning and migrating existing data from Tableau to Power BI and importing new data to dashboards, develop automated procedures for regular updates and distribution of the data dashboards, and create process documentation describing methods and procedures.
- D. **Comprehensive Recidivism Project:** Develop data migration scripts to import 10-year Department of Justice criminal history data into data dashboards, and analyze criminal history trends based on events, e.g., record of arrest and prosecution (RAP) sheet arrests, convictions, subsequent dispositions, periods of confinement, and/or no arrest received (NAR) events.
- E. **Ontario Domestic Assault Risk Assessment (ODARA) Pilot:** Conduct an inter-rater reliability study to analyze overall ODARA scores, compare these to gold standard ratings, and analyze the overall rate of agreement among those who completed the tool; conduct a validation study to analyze the predictive accuracy of the ODARA cut point levels and scores in relation to future domestic violence incidents.
- F. **Responses to prosocial and noncompliant behavior:** Conduct an analysis of 12-month case file and court hearing information regarding instances of and responses to prosocial and noncompliant behavior of people on supervision; summarize findings on prosocial behavior and rewards; and summarize findings on noncompliant behavior (i.e., new law violations and technical violations) and responses to these types of noncompliant behavior.
- G. **Systems and Database Codebooks:** Create code books/data dictionaries for the department's case management system, the risk and needs assessment system, and the community assessment and services center (CASC) database(s).
- H. **Performance and Workload Measures:** Establish new automated procedures and scripts designed to address the department's strategic goals and facilitate the reporting of existing performance measures;

develop new performance and workload measures that align with the department's strategic plan and that quantify the department's workload associated with legislative, criminal justice, and reentry functions.

- I. **Reentry Evaluation of Services** - conduct a process and outcome evaluation of services and programs provided by the department and its contractors, including the creation of an inventory of services, documentation of which services are evidence-based and promising practices, and a benefit/cost analysis based on evidence-based and promising practices. As part of this project, the following factors will need to be considered: assessed client needs related to recidivism and client well-being; referrals to services, intake appointments, enrollments, participation, exits, length of service/program participation, and other factors needed to assess client outcomes and well-being and program impact.

2. Service Area 4 Tasks may include, but not be limited to:

- A. Perform comparative program policy/practice research and literature reviews.
- B. Develop research proposals that include research questions, methodology, process and outcome measures, data collection methods and elements, proposed analysis plans and statistics, and deliverables.
- C. Work collaboratively and proactively with SFAPD staff, and other justice partners, on all research and evaluation projects and tasks and devote time to understanding the limitations of administrative data
- D. Develop databases to store and analyze data.
- E. Compile, clean, and maintain data from different data sources.
- F. Produce extraction procedures, automated scripts, and documentation procedures on all data-related functions including extraction, migration, restructuring, transformation, cleaning, etc.
- G. Perform statistical analysis of quantitative data.
- H. Conduct content analysis of qualitative data such as interviews and focus groups.
- I. Design surveys, interview protocols, focus group protocols, observation forms, and other data collection instruments.
- J. Collect quantitative and qualitative data effectively (e.g., in a culturally and contextually appropriate manner).
- K. Prepare summary reports of evaluation findings that clearly communicate results in a way that facilitates action and program improvement, share all preliminary findings and reports with SFAPD for the department's review prior to distribution.
- L. Develop programmatic and policy recommendations informed by evaluation findings.
- M. Conduct cost-benefit and/or cost-effectiveness analyses.

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E. SERVICE AREA 5: Batterers' Intervention Program Monitoring Services

APD seeks expertise from nonprofit organizations able to assist SFAPD in performing departmental audits for compliance and certification of SFAPD certified Batterers' Intervention Programs (BIPs), and to develop, coordinate, and deliver BIP facilitator trainings in accordance with California Penal Code §§ 1203.097 & 1203.098. SFAPD anticipates the need for up to 20-30 audit-related visits and 1 to 2 eight-hour training session(s) per year for approximately 40 participants as determined by SFAPD. Further, SFAPD anticipates need for an annual comprehensive report with findings and recommendations from BIP audits.

1. Service Area 5 Tasks:

A. BIP Audit and Certification Services

- i. Perform unannounced audit visits to all BIP providers identified by SFAPD.
- ii. Conduct follow-up visits to all BIP providers and formally document observations and
- iii. recommendations from each audit visit.
- iv. Provide technical assistance to SFAPD in issuing new BIP certifications and renewing existing certifications.
- v. Provide technical assistance to BIP providers in identifying best practices in domestic violence prevention and intervention, and strategies for their integration.
- vi. Participate in regular meetings and conference calls with SFAPD to record and discuss audit progress.
- vii. Develop a draft annual report describing findings and conclusions from all BIP audits conducted for review and approval by SFAPD prior to providing a final annual report.
- viii. Ensure that all aspects of services comply with California Penal Code §§ 1203.097.

B. BIP Facilitator Shelter-Based Training Services

- i. Design a training curriculum that complies with California Penal Code §§ 1203.098 to that can include the following components:
 - a. Basic domestic violence knowledge focusing on victim safety and the role of domestic violence shelters in a community-coordinated response.
 - b. Multicultural, cross-cultural, and multiethnic diversity and domestic violence.
 - c. Substance abuse and domestic violence.
 - d. Intake and assessment, including the history of violence and the nature of threats and substance abuse.
 - e. Group content areas focusing on gender roles and socialization, the nature of violence, the dynamics of power and control, and the effects of abuse on children and others as required by Section 1203.097
 - f. Group facilitation.
 - g. Domestic violence and the law, ethics, all requirements specified by the probation department pursuant to Section 1203.097 and the role of batterers' intervention programs in a coordinated-community response.
- ii. Select and schedule qualified, experienced trainer(s).
- iii. Prepare all training materials.
- iv. Facilitate at least 1 to 2 training sessions for BIP facilitators and Probation Officers selected by SFAPD, at a location, date and time determined by SFAPD.