EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES

DEPARTMENT OF YOUTH SERVICES

Edward J. Dolan, Commissioner

Request for Response
RFR DYS POS 2012-06

STAFF SECURE
AND
HARDWARE SECURE DETENTION PROGRAMS
Males and Females
Statewide

September 2012
# TABLE OF CONTENTS

INSTRUCTIONS FOR SUBMISSION OF RESPONSES .......................................................... 2

PROPOSAL SUBMISSION .................................................................................................. 4

1.1 INTRODUCTION ........................................................................................................ 4

1.2. PROGRAM FUNCTION .......................................................................................... 7

1.3 PROGRAM SPECIFICATIONS ................................................................................. 11
  1.3.1 GOAL ONE ....................................................................................................... 11
    1.3.1.1 Security and Safety .................................................................................. 11
    1.3.1.2 Shift Change ............................................................................................ 14
  1.3.2 GOAL TWO ....................................................................................................... 15
    1.3.2.1 Clinical Staffing and Programming Standards: ....................................... 15
    1.3.2.2 Service Planning ....................................................................................... 16
    1.3.2.3 Pro-Social Skills Training ......................................................................... 18
    1.3.2.4 Clinical Staffing and Programming Standards ......................................... 19
    1.3.2.5 Clinical Director Job Responsibilities ..................................................... 20
  1.4 GOAL THREE ......................................................................................................... 22
    1.4.1. Intake and Discharge .................................................................................. 22
  1.5 EVIDENCE BASED PRACTICES .......................................................................... 24
  1.6 PRISON RAPE ELIMINATION ACT (PREA) COMPLIANCE ............................. 24
  1.7 CLIENT PROFILE ................................................................................................. 24
  1.8 GENERAL RFR ADMINISTRATIVE SPECIFICATIONS ................................. 25
  1.9 EVALUATION CRITERIA ....................................................................................... 25

ATTACHMENT ONE
  Program A Fact Sheet ................................................................................................. 27
  Program B Fact Sheet ................................................................................................. 28
  Program C Fact Sheet ................................................................................................. 29
  Program D Fact Sheet ................................................................................................. 31
  Program E Fact Sheet ................................................................................................. 32
  Program F Fact Sheet ................................................................................................. 33
  Program G Fact Sheet ................................................................................................. 35

ATTACHMENT TWO ....................................................................................................... 36

ATTACHMENT THREE ................................................................................................... 41
REQUEST FOR RESPONSE

Procuring Department: Department of Youth Services
Address: 600 Washington Street 4th Floor
Boston, MA. 02210
Telephone and Fax Numbers: Ph: 617-360-3275 Fax: 617-951-2409
E-mail or Internet Address: Sandra.r.stearns@state.ma.us
RFR File Name/Title: Staff Secure Detention
RFR File Number: RFR DYS POS –2012-06
Procurement Team leader/RFR Contact Person: Sandra R. Stearns
Procurement Management Team(PMT)/Category: Human and Social Services

IMPORTANT NOTE: Providers who have received confirmation that they have successfully completed the Department of Youth Services’ Master Service Pre-Qualification Application (MSPQA) process (DYS RFR 2012-01) are qualified to respond to this Request for Response (RFR). Providers who have not qualified under the MSPQA must respond to that RFR along with this RFR.

The specifications and requirements contained in this RFR are in addition to requirements in the MSPQA. In the event of a conflict, the specifications and requirements in the individual RFRs shall prevail.

INSTRUCTIONS FOR SUBMISSION OF RESPONSES

To be completed by DYS Only. Modifications to these requirements will not be accepted.

ACQUISITION METHOD TO BE USED FOR CONTRACT(S):

<table>
<thead>
<tr>
<th>Outright Purchase</th>
<th>FEE FOR SERVICE</th>
<th>License</th>
<th>Tax Exempt Lease Purchase (TELP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Rental (not to exceed 6 months)</td>
<td>Other (specify):</td>
<td></td>
</tr>
</tbody>
</table>

SINGLE OR MULTIPLE CONTRACTORS FOR CONTRACT PERFORMANCE:

Single Contractor X MULTIPLE CONTRACTORS

SINGLE OR MULTIPLE DEPARTMENTS MAY CONTRACT UNDER THIS RFR:
Only Procuring Department May Contract Under RFR

Option to Allow Other Departments/Political Subdivisions to Contract Under RFR

Statewide Contract – All Departments may purchase under terms of RFR

Multiple Un-identified Additional Departments may purchase under terms of RFR

Multiple Identified Departments Listed in RFR may purchase under terms of RFR

<table>
<thead>
<tr>
<th>TOTAL ANTICIPATED DURATION OF RESPONSE(S):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Qualification Duration (Indicate Number)</td>
</tr>
<tr>
<td>Options To Renew (Indicate Numbers):</td>
</tr>
<tr>
<td>2 Option(s) to Renew not to exceed:</td>
</tr>
</tbody>
</table>

GENERAL REQUIREMENTS FOR SUBMISSION OF RESPONSES

DEADLINE FOR RESPONSES or Procurement Calendar:

**DEADLINE DATE:** 11/21/12  
**TIME:** 12:00 PM EST

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFR Release</td>
<td>9/27/12</td>
<td>1:00 pm EST</td>
</tr>
<tr>
<td>Bidders’ Conference</td>
<td>10/1/12</td>
<td>12:30 pm EST</td>
</tr>
<tr>
<td>Proposals Due by:</td>
<td>11/21/12</td>
<td>12:00 pm EST</td>
</tr>
<tr>
<td>Contract Start Date</td>
<td>1/1/13</td>
<td></td>
</tr>
</tbody>
</table>

The bidder’s conference for this RFR is scheduled for

Monday October 1, 2012 at the

DYS Training Academy @ 38 Institute Road North Grafton, MA

An original proposal and six (6) copies must be received by the due date & time at the address below:

Attn: Sandra R. Stearns, Director, Purchase of Service

Department of Youth Services

600 Washington St, 4th floor

Boston, Massachusetts 02111
1. All pages must be consecutively numbered to facilitate review and cross-referencing during the proposal review process.

2. For purposes of this RFR a page is defined as one side of a double-sided, single-spaced sheet of paper, using a 12-point typeface, with one-inch margins on both sides, top and bottom.

3. A Table of Contents should be provided to assist the reviewers in finding relevant response information.

4. Providers should review and respond to the proposal requirements in the Question and Response Guidelines section of this RFR.

Representatives from the Department are available to respond to both programmatic and fiscal questions specific to this RFR. All questions must be sent via e-mail to: sandra.r.stearns@state.ma.us

**PROPOSAL SUBMISSION**

Responses will be received by DYS until this RFR is officially closed on the Comm-Pass system. A signed letter must accompany the original response and be from an authorized signatory of the Provider’s organization. Documents must be in a format and quality that permits easy reproduction. **Documents must be submitted in a sealed package clearly labeled on the outside with the Comm-Pass RFR number and name.** It is the responsibility of the Provider to ensure that its response is received by the Department before the due date/time. All responses will be logged as to date and time received and kept on file.

The Department of Youth Services does not have statutory authority to enter into contractual agreements with for-profit entities. Only agencies with an approved 501 (c.) (3) designation from the Internal Revenue Service are eligible to receive an award resulting from this procurement.

**1.1 INTRODUCTION**

**Statewide Detention RFR**

The Department of Youth Services ('DYS' or 'the Department') is the juvenile justice agency of the Commonwealth of Massachusetts. DYS is responsible for two categories of youth who come before the courts: those who have been charged with offenses and are being detained (either with or without bail) while awaiting trial or Probation violation hearings; and those who have been committed by the Juvenile Court to the custody of DYS. Its mission is to: (1) safely and
securely detain youth in the least restrictive setting to assure their appearance at court; and (2) protect the public and prevent crime by promoting positive change in the lives of youth committed to its custody by providing an array of residential and community services in partnership with families, communities, government and provider agencies.

The Department of Youth Services is proposing the competitive procurement for seven (7) detention programs for its Detained Population in Northeast, Metro, Southeast, Central and Western Regions.

Detention is a form of temporary custody for a set time period post arraignment that a Judge has determined a youth shall be under the Department of Youth Services custody and returned to court for court appearance. The purpose of Detention is to assure a youth safely returns to court on his or her continuance date and that the youth has not been rearrested during that period of time under the Department of Youth Services custody.

The Department of Youth Services determines the level of placement needed for each youth detained.

In determining placement, the Department of Youth Services applies a Detention Placement Instrument (DPI) each time a youth is referred by the court on detention status and conducts a placement screening and interview to aid in placement determination.

The average length of stay for youth on detention status at DYS may vary from Region to Region, from 15 to 28 days but may be as short as one day or as long as one year on some occasions. For the past 20 years, The Annie E. Casey Foundation has offered nationally, a framework for states to consider in providing detention services. The Massachusetts Department of Youth Services became a JDAI (Juvenile Detention Alternative Initiative) site beginning in 2006 after being awarded a grant by Casey.

JDAI offers a framework for Detention that is founded on the premise that mixing low risk juvenile offenders with high risk juvenile offenders has negative outcomes. These risks or negative outcomes are defined in a publication from Justice Policy Institute titled “The Dangers of Detention: The Impact of Incarcerating Youth in Detention and other Secure Facilities.” Briefly summarized, the publication states that congregating delinquent youth together negatively affects their behavior and increases their chance of going deeper into the criminal justice system. This and other publications on juvenile detention may be found on the Annie E. Casey
Foundation web site at www.aecf.org key word JDAI. The provider(s) that are awarded this/these contracts will agree to participate in the Massachusetts JDAI and support the principles of detention reform.

They will partner with the Department of Youth Services to move the JDAI agenda and create Alternatives to Detention.

The JDAI reform follows 8 core strategies:

1. **Inter-governmental collaboration**: bringing together the key Stakeholders in the juvenile justice system—especially courts, probation and the police—as well as factors outside the justice system such as schools and mental health.

2. **Reliance on data**: beginning with data collection and leading to continuous analysis of data as well as the cultural expectation that decisions will be based on information and results.

3. **Objective admissions screening**: use assessment instruments and the DPI to aid in decision making.

4. **Alternatives to secure confinement**: creating programs and services in the community to ensure appearance and good behavior pending disposition, and to be available as an option at sentencing.

5. **Expedited case processing**: to move cases along so that youth don’t languish in detention unnecessarily long time periods.

6. **Improved handling of “special cases”**: Youth who are detained for technical probation violations, outstanding warrants, and youth pending services or placement create special management problems and need special approaches.

7. **Clear strategies to reduce racial disparities**: “good government” reforms alone do not eliminate disparities; specific attention is needed to achieve this goal.

8. **Improving conditions of confinement**: to ensure that the smaller number of youth who will still require secure detention are treated safely, legally, and humanely.

We request the selected bidders’ participation in applying these 8 strategies to the development and delivery of the Detention Program awarded.

The program being bid must provide a full range of services including security, behavior management, clinical, health, recreation, family support, facility operation and community transition as described in more detail below. Education services will be delivered by
Commonwealth Corporation in traditional residential sites. The selected bidder will be responsible for all aspects of the 24-hour operation of the program and will be expected to maintain compliance with RFR and contract bid requirements throughout the life of the contract.

1.2. PROGRAM FUNCTION

These programs will primarily service pre-trial detained and dual status youth in a secure or staff secure setting. The length of stay could vary (see chart below) but currently averages 18.5 days. The program capacity will vary between 10-15 beds.

Note: Based on DYS need there are 3 programs in this procurement that serve a dual function of detention for the bail youth as well as serving committed youth who are on “Revocation Status.”

Revocation may be considered when a committed youth has violated the Grant of Conditional Liberty (GCL) to be in the community. Violations range from a new arrest to “technical” violations such as failing to comply with conditions of reporting, employment, or stay away orders.

The Department of Youth Services Case Management teams are responsible for investigating suspected parole violations, completing required documentation and notifications, attending the Revocation Hearing and implementing the Hearing Officers dispositions.

Interested bidders for those detention programs that may also serve Revocations may refer to RFR posting DYS POS 2012-04 for more information.
### Program / Region | Contract Beds | Licensed Beds | Gender | Level of Care | State Facility | Average Length of Stay | Average Age at Admission | Dual Function
--- | --- | --- | --- | --- | --- | --- | --- | ---
A / NE | 15 | 20 | M | Staff Secure Detention | N | 16 days | 15.5 | No
B / SE | 12 | 20 | F | Hardware Secure Detention | N | 16 days | 15.3 | Revocation capacity
C / Metro Boys | 15 | 20 | M | Staff Secure Detention | Y | 26.7 days | 15.5 | No
D / Metro Girls | 12 | 20 | F | Hardware Secure Detention | Y | 16.1 days | 15.2 | Revocation capacity
E / Western | 12 | 15 | F | Hardware Secure Detention | Y | 18.1 days | 15.5 | Revocation capacity
F/Central | 10 | 15 | F | Staff Secure Detention | Y | 21 | 15 | No
G/Western | 12 | 15 | M | Staff Secure Detention | N | 18 | 15.5 | No

(Please see Attachment 1 for Program Fact Sheets)

The program must provide a service delivery model that fosters cognitive skill building and accountability. The program must be sensitive to the community’s concerns regarding public safety and must ensure that all staff are trained in safety and security procedures. The program staff must be trained to de-escalate crisis situations and must utilize non-violent physical restraint techniques when a client attempts to escape or places his/herself or others in physical danger. The behavior management program must be designed to provide a structured, positive reinforcing, fair and consistent environment that fosters the client’s need for stability and direction.

This program will provide 68A Evaluations when ordered by court and required by DYS, advocacy, community referrals, and pro-social skill building to its clients. Committed clients who are either dual status or revocated will require focus on relapse prevention work. Services provided by the program will include:

1. Dialectical Behavioral Therapy Skills Groups (held twice weekly)
2. Substance Abuse Prevention psycho-education groups (held once weekly)
3. Program will be responsible for transportation for any urgent or emergency medical care as well as all needed hospital coverage
4. May assist with court transportation (assistance will be based on regional needs)

Program Core Services Required
For those youths who are dual status (previously committed with open charges) the program will work with Regional caseworkers to re-assess and prepare the youth for the next placement. For youth on revocation status, the program will work with Regional caseworkers to prevent further relapse, provide accountability for infractions and support better insight and decision making in preparation for release to the community. For those who are detained status only, the program will assess, in conjunction with Regional Department personnel, for fit for available alternatives to detention: diversion and aftercare services to reduce the need for out of home placement.

The program must be curriculum-based and emphasize a psycho-educational approach utilizing the following:

- Dialectical Behavioral Therapy as outlined in the DYS-DBT Manual (available upon request from the DYS Director of Clinical Services) and
- Substance Abuse Prevention Groups (curriculum approved by the Department) and available from the DYS Director of Substance Abuse Services or their designee.

Using these cognitive behavioral approaches, these concepts will be integrated into all facets of the program and will instruct youths in developing and practicing specific pro-social skills for appropriate decision making.

A strong focus of the program is data collection and information sharing. Collecting accurate and current information about our youth is best performed at the program level. This program is expected to play a major role in collecting and sharing this information with DYS.

- JJEMS is the DYS agency wide, web-based electronic record system for all DYS youth. This system allows DYS to effectively manage their resources and most importantly, the youth under their care across the agency in real time. This system ensures that the most up-to-date information on our clients is recorded and shared in a comprehensive and effective manner. All staff must attend online and classroom training that focuses on their job duties.
• Collaboration and sharing of information will occur at a weekly Regional Population Meeting. Detention unit representatives will attend in an effort to share, collect, and collaborate with Regional personnel, including Director of Placement, Facility Administrator, Detention Coordinators, DYS Court Liaisons, Clinical Coordinator, DCF representative, JDAI Detention Specialist, and any other relevant attendees. The Department requires that Detention units are able to provide the most current information about each youth to assist the planning process. These meetings are essential for operating a safe and secure program and attendance at all of these meetings and participation in these initiatives is mandatory. All communication from the detention unit to the Juvenile Court shall be shared via communication with the DYS Court Liaison(s).

• The daily population sheet shall be distributed regularly and is to include date, count, youth name, dob, race, area, status, date-of-entry, # of days at program, DCF information, clinician, advocate, remand, 68A or 58A, violation of probation (Y or N), and Detention Placement Instrument score.

• DYS and DCF entered into a Memorandum of Understanding in 2009 (updated in 2011) in order to cooperate with each other in an effort to reduce the unnecessary use of secure detention when a child who is in DCF care or custody is arrested and held in pre-trial detention. Detention units are an integral part of this collaboration in that detention clinicians will be required to notify DCF within one business day of intake, reviewing plan, and working with DYS to expedite cases. (Please see Attachment 2)

• Detention units will work closely with DYS Court Liaisons to provide information to assist in expediting placements for detained youth, including information about DCF plan, attorney contact information, including active participation in Population meeting. Detention units will also enter or provide the necessary data needed for the ACCESS Database, DYS’ JDAI data collection, on all detained youth.

Proposals shall include:

• A description of how your agency would undertake managing this program if awarded the contract.

• Bidders for existing programs and for whom they are not the current contractor should describe the steps they would undertake to assume operations of an existing program, ensure continuity of services, retain staff, and implement changes they propose.

• A detailed plan for implementing the program which includes facility preparation, acquisition of
equipment and supplies; acquisition of required inspections and licenses; staff deployment and training schedule; proposed date for program opening; and client intake schedule.

- Bidders should provide details about how the various service elements will be integrated into the overall program operation

1.3 PROGRAM SPECIFICATIONS

1.3.1 GOAL ONE

PROVIDE A SAFE AND SECURE ENVIRONMENT, WHICH PROTECTS THE PUBLIC, STAFF AND RESIDENTS.

1.3.1.1 Security and Safety

The program must provide a service delivery model that fosters cognitive skill building and accountability. The program must be sensitive to the community's concerns regarding public safety and must ensure that all staff is trained in safety and security procedures. The program staff must be trained to de-escalate crisis situations and must utilize DEEC compliant, non-violent physical restraint techniques when a client attempts to escape or place themselves or others in physical danger. The behavior management program must be designed to provide a structured, positive reinforcing, fair and consistent environment that fosters the client's need for stability and direction.

The youth referred to this program will be detained by the courts for offenses reflected under DYS Grid Levels 1-6. Security and safety for the community, youth, and staff are of the highest priority. The program must develop policies and procedures that ensure that activities within the program comply with this major goal.

The JDAI will expand to all DYS regions in Massachusetts over the next few years. Part of the initiative is to study and implement alternatives to secure detention. We plan to develop resources that will place medium and low risk juveniles with pending delinquency matters in less restrictive settings than typically provided in secure detention while awaiting case disposition. These detention alternatives will be in development during the life of this contract and will require the cooperation of the detention service provider. In some cases the alternative may be recommended at the court and no residential services would be required. It is premature to build costs into the contract at the present time, but the successful bidder must agree to partner with the Department in providing detention alternatives as they are developed.
The JDAI seeks to demonstrate that Massachusetts can establish safe and effective alternatives to detention for low and medium risk detained juvenile offenders.

Our objective is to reduce the over-reliance on secure detention, minimize failures to appear or defaults on court appearances, redirect public finances to reform strategies and improve existing conditions of secure detention facilities.

Massachusetts JDAI reform seeks to create a multi-tier system of detention alternatives and diversion programs with a range of security levels and program functions that will better serve the needs of court involved youth.

The Detention Placement Instrument (DPI) is ideally applied within 1 hour of the DYS Detention Coordinator being notified of a youth entering the detention system. The Detention Coordinator notifies the Central Office Communication and Information Center (CIC) via email of a new detention admission. The CIC administers the DPI and sends the results, via email, back to the Detention Coordinator. The expected time to receive the results is within one hour. This tool sorts youth into high, medium and low categories. Once a youth’s DPI level is determined, the youth, if scoring low, becomes eligible to be screened and interviewed, by the staff of the DYS Reception Center, for a Community Based Option (CBO) as an Alternative to locked secure detention.

This CBO is currently available only in Worcester and Essex Counties. The Department envisions these CBO’s becoming available in all DYS Regions over the next 1-5 years as the JDAI detention reform becomes fully realized and implemented.

DYS also envisions that each DYS region will plan for future continuum design that allows for each Region to have Secure Locked Detention for High DPI youth, Staff Secure Detention for Medium DPI youth, and Community Based Options for youth scoring Low on the DPI.

Since the start of JDAI in Massachusetts in 2006, DYS has continued to implement new strategies to address some identified special populations of detainee’s.

12 and Under Protocol
In 2009 the Department implemented a practice of responding to detainees 12 years of age or younger titled the “12 and under Protocol” (Please see Attachment 3).
All responding providers of detention will include in their response how they will comply with this protocol.

**Working with Females**
The Department of Youth Services established a strategic plan in 2000 that focused the agency on implementing strategies to respond to the specific needs of girls in the juvenile justice system.

Since that time DYS has developed gender responsive trainings for all staff delivered in basic training and at each job site or program location. From building design to implementing, Dialectical Behavior Therapy at all our girls units, the Department seeks to continuously improve services for girls.

It is imperative that the selected provider for girl's detention articulate in their response how they will respond to the needs of girls. What are the program components that address this and under what framework will the milieu operate.

**Courtesy Holds**
The Office of the Commissioner of the Department of Youth Services, working in cooperation with the county sheriff departments and the Massachusetts Department of Corrections may accept “courtesy holds”. A Courtesy Hold is a youth under the age of 17 that has been sent by a court to an adult jail for detainment and the adult jail is seeking the youth be held in a juvenile facility pending court disposition or their 17th birthday, whichever comes first. Juveniles referred by the Department of Corrections, the County Sheriffs, and Federal agencies must fit one of the categories listed below in order to be admitted to the program. The Department of Youth Services Central Office working in conjunction with Regional Director’s will determine placement of such “courtesy holds”. All detention facilities of DYS should be aware they may be called upon at any time to detain a courtesy hold if needed.

**Category One: County and Department of Correction Referrals – SENTENCED**

1. The youth is under seventeen years of age, AND
2. The youth is indicted as a “Youthful Offender”, and may upon adjudication receive an adult sentence.
**Category Two: Detained County Referral**

1. The youth is under the age of seventeen years of age, AND
2. The youth is charged with First or Second Degree Murder.

**Category Three: Detained Federal Referrals**

1. The youth is under the age of eighteen years of age.

All youths held as a “courtesy” on behalf of a County or State Agency shall be returned to the custody of the referring agency upon reaching the age of seventeen. Youths held as a “courtesy” of behalf of a Federal Agency shall be returned to the custody of the referring agency upon reaching the age of eighteen.

Security and safety for the community, youth and staff are of the highest priority. As stated in the Master Service Pre-Qualification Application, each program must have policies and procedures, equal to or better than those of the Department of Youth Services, to ensure that all aspects of program operations support this key objective.

**1.3.1.2 Shift Change**

The Department will work with successful Providers to develop a formal shift change policy. The purpose of shift change is to relay pertinent information about current program conditions and youth behaviors to incoming staff so they are adequately prepared for the shift.

The goals of shift change are to (1) increase staff awareness of potential situations that can affect program safety and/or security, (2) increase communication regarding information on youth in the program, and operations to improve individual service delivery; and (3) provide a vehicle for programs to strengthen a team atmosphere. The exchange of information should occur between each change of shift.

**GOAL 1 WILL BE MEASURED USING THE FOLLOWING PERFORMANCE CRITERIA:**

1. Adherence to the approved policies, procedures and protocols detailed in this response and approved by the Department
2. Security and safety procedures result in low incidence of assault and no escapes.
3. The program develops a security plan with monthly reviews of operations. Reports on the monthly reviews are submitted to the Department within 10 days of the end of each month.
4. Serious Incident reports are filed with the Department within timeframes as established by DYS policy on serious incidents.

5. Shift change becomes a regular part of the communication structure in the program.

**1.3.2 GOAL TWO**

**PROVIDE A RANGE OF ACTIVITIES DESIGNED TO IDENTIFY CLIENT RISK/NEED AREAS TO ASSIST DYS IN PROVIDING APPROPRIATE SERVICES**

**1.3.2.1 Clinical Staffing and Programming Standards:**

The Department has set minimum standards and the Commonwealth has established targeted compensation levels for clinicians working with youth in DYS programs.

The programs must provide 3 Clinical FTE’s, including:

- a Clinical Director who has a current Massachusetts license in psychology, social work or mental health counseling; and
- two (2) clinicians who are licensed in Psychology or LICSW or LMHC. The Bidder may propose to hire a clinician that is licensed but not at the independent level, (LISW) or an individual who is in the process of completing licensing in either psychology or LMHC. It is the responsibility of the bidder to provide and cover the cost for all licensing activities. The bidder will also provide the Department with a timeline for license completion.

**No services are to be provided by 3rd party clinicians unless previously approved by the Department.**

**Proposal Submission**

- Describe the proposed clinical staffing including positions, supervision structure within the program and the agency, qualifications and schedule.
- Describe agency plan for professional development and in service training.
- Describe how the clinical staff will be recruited and retained.
- Describe agency plan to cover vacancies for program coverage and service continuation purposes.
### 1.3.2.2 Service Planning

The program will be expected to provide, at a minimum, the following on all youth contingent upon their length of stay.

<table>
<thead>
<tr>
<th>Activity</th>
<th>First Day</th>
<th>Day 2-14</th>
<th>Day 14+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Intake: (Including Suicide Screening Assessment)</td>
<td>Immediately</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bail Review</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Orientation</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Area Intake Form</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population Meeting</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Physical Exam</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>68 A evaluation (upon request)</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DBT Skills Group</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Substance Abuse Prevention Groups</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Crisis Interventions (if needed)</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Administering the MAYSI</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Need</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Reports</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Collaboration</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>JDAI Implementation</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Pro-social referrals</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Communication</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

The program will be required to provide the following clinical documentation:

- For all youth: A clinician must complete a Service Delivery Plan on a client within the first 7 days of entering into the program and then update it every 15 days thereafter. Service Delivery Plan meetings shall include the clinician, client, client’s advocate, and a manager whenever possible in order to best identify the client’s areas of strength and needs, measurable short and long-term goals, and specific interventions.

- For all youth: The Initial Service Delivery Plans are recorded in the Department’s automated client tracking system (JJEMS) that covers program participation and
adjustment, behavioral issues, health issues, weekly clinical progress notes (in individual and group sessions), and family contacts.

- For youth on parole violation status: Review and revise Relapse Prevention Plan to improve success factors in community re-entry and record in JJEMS

- For youth on Detention Status 30 days or longer: A service delivery plan is developed and recorded in JJEMS that outlines services needed by youth in the areas of education, clinical, health, behavior and family including the person designated to provide the service and the timeframe as well as documentation of contact with other agencies (DCF, DMH as applicable).

- For youth on Detention Status 30 days or longer: A Monthly Progress Report will be done and contain above information in addition to youth’s compliance with service plan, contact with other agencies (DCF, DMH, as applicable), and participation in educational activities. The report must be received at the designated DYS office no later than the 10th day of the following month.

- As needed: Clinical staff may be required to prepare Crisis Intervention Plans (CIPs), as determined by the results of MAYS1 or based on behavioral health concerns the client presents while in the custody of the Department of Youth Services provider program. These CIPs are for the purpose of assessing and stabilizing the youth mental health and assist the youth in coping with any immediate stressors during this period of bail.

- As needed: Clinical staff, in collaboration with the Unit Administrative team, may be required to prepare Individual Management Plans. These plans are specialized for individual clients whose conduct while on bail, presents a risk of harm to the staff and or clients with whom they are residing. The plan will identify pro-social interventions, advocate supports and response processes for escalating or repeating assaultive/aggressive behavior.

Please note that the Department has implemented an enhanced automated client tracking system (JJEMS) and that many or all of these tasks, including test administration, will need to be entered directly into the system. For this reason, clinicians will need access to computer terminals and internet connectivity as part of their daily schedule. This will be provided in state operated facilities but will be the responsibility of the Provider in Provider operated facilities.
The proposals shall include:

- Sample Progress Report
- Sample Service Plan
- Sample Monthly Progress Report
- Sample Crisis Intervention Plan
- Sample Behavioral Service Plan
- Schedule of proposed clinical activities
- In addition, the proposal must detail how and who will deliver the services required above.

1.3.2.3 Pro-Social Skills Training

The program will be expected to utilize the Positive Youth Development framework with all DYS clients. In this framework, basic needs for safety and security, physical well being including medical care, behavioral well being, intellectual and physical development, community connectedness and positive adult and peer relationships are held as the essential foundation for all effective programming to take place. The program will maintain a coordinated, incentive based, Behavior Management System where residents will be provided with structure, accountability, incentives and opportunities to achieve personal and programmatic goals. Programs will use a non-hierarchical DBT (Dialectical Behavior Therapy) based system in which all residents are equal. These values would then assist clients in making pro-social gains.

The Department endorses a positive strength based approach for behavior management that is based on child and adolescent developmental principles. The program must provide a service delivery model that enhances the youth’s cognitive and emotional development. Primary features of the program must include: relationship building, skill attainment and accountability. The program must support and build on the youth’s strengths while having the capacity to develop highly individualized programming when needed for a client. The behavior management program must be designed to provide a structured, positive reinforcing, fair and consistent environment that fosters the client's need for stability and direction.

Youth need to be taught basic skills and then have an opportunity to practice these skills under controlled conditions. Detention programs will need to use a behavioral level system and an Advocate Program to enhance the acquisition and use of pro-social skills. In order to encourage
pro-social skill development, all youth must meet with an assigned Advocate or designee within 24 hours of admission to assist them during their stay in the program. Advocates will then meet with their assigned client at a minimum of at least one time per week and generate an advocate report. Advocates should also meet informally throughout the week. Advocates are expected to play an integral role in the delivery of services to youth and to assist the youth in the development of the relapse prevention plan.

In recognition of the importance of staff/advocates modeling pro-social skills, the program must maintain Standards of Employee Conduct that are consistent with the Positive Youth Development orientation of the Department. Staff must behave in a manner that supports accountability, responsibility and mutual respect, is consistent with socially acceptable conflict resolution skills, and supports values pertinent to a culturally diverse population. Staff interactions with each other and with clients shall be consistent with social-learning theory tenets, positive youth development and behavioral interventions which shall support healthy staff-client interactions.

Bidders must describe in detail:

- Employee standards of conduct
- The program’s proposed behavioral level system,
  - How the behavioral level system will reinforce the client’s use of pro-social skills,
- How they will implement an Advocate program,
  - Intended performance outcomes for their advocacy program,
  - Process for assigning advocates,
  - What activities which will be incorporated into the program,
  - How they will document advocacy activities,
  - How they will train and supervise Advocates.
  - When and how youths are assigned an advocate,
  - What standards of conduct are expected of employees as advocates,
  - Professional expectations of the advocate;
  - How and what ongoing training and supervision will be provided to enhance the role of Advocate/Counselors
  - The performance outcomes for their advocacy program.

### 1.3.2.4 Clinical Staffing and Programming Standards

The program must provide a Clinical Director who has a current Massachusetts license to independently practice psychology, or social work (LICSW) or mental health counseling
The Clinical Director is required: to have experience working with adolescents and their families; to have expertise in crisis stabilization and management; to be trained and certified in dialectical behavior therapy or receive the training and certification within six months of hire; to be trained in cognitive behavioral therapy; and to have experience working in a clinical supervisory capacity. The Clinical Director's responsibilities include, but are not limited to:

1. The implementation and supervision of clinical services in conformance with the policies, practices and standards for such services set by the Department. This includes responsibility for conformance by all clinicians employed within this contract or who provide such services to DYS clients in the care and custody of this program.
2. Implementing a DYS approved cognitive-behavioral curriculum that includes Dialectical Behavior Therapy (DBT skill groups twice weekly) and Substance Abuse Prevention (group weekly).
3. Ensure that all youth receive the Suicide Prevention Assessment Intake, including scoring and administering the MAYSI-2, within four hours of the youth's arrival on the unit.
4. Ensure that all court evaluations (68a requests) are conducted in a timely manner and that youth are evaluated for their potential for court diversion.

1.3.2.5 Clinical Director Job Responsibilities
The Clinical Director must implement a DYS approved cognitive-behavioral curriculum that includes Dialectical Behavior Therapy components. The Clinical Director will be a part of the management team and will work with the Program Director to identify staff needs and will design, in conjunction with the Program Director, staff training programs. These programs will focus on the Program Advocate system as well as Behavior Management techniques that focus on acknowledging and rewarding positive growth in clients. The Clinical Director will ensure a high level of integration between clinical staff, educational staff, program managers and direct care staff. The Clinical Director will receive at least one-hour weekly clinical supervision on average from the Regional Clinical Coordinator or his/her designee. The Clinical Director is responsible for ensuring all Clinical DYS policies are followed.

The Clinical Director will ensure that all youth receive the Suicide Prevention Assessment Intake, including administering and scoring the MAYSI-2, within four hours of the youth's arrival on the unit. The Clinical Director will ensure that sufficient staff is trained in the MAYSI-2. The Clinical Director will provide training in suicide prevention and crisis management techniques to
clinicians, supervisors and line staff. The Clinical Director will perform evaluations for suicide risk, develop programs for crisis management services and serve as a liaison to the Emergency Screening Team if their services are indicated. The Clinical Director will serve as liaison to the hospital for any youth psychiatrically admitted and will work with program and regional staff in regards to the youth's appropriateness for his/her return to the unit.

The Clinical Director will ensure that all court evaluations (68a requests) are conducted in a timely manner and that youth are evaluated for their potential for court diversion. Chapter 119 68A assessments may be conducted by the unit clinical staff. The Clinical Director will co-lead or supervise clinical staff who lead cognitive behavioral groups to meet the needs of the youth in detention. These groups will include, at a minimum: Dialectical Behavioral Therapy Skills group twice weekly as outlined in the DYS-DBT Manual and Substance Abuse Prevention Group.

The Clinical Director will meet at least two hours weekly on a consistent basis with each clinician for supervision. During supervision, the Clinical Director will review and sign off on all Behavioral Treatment Plans. The Clinical Director will review Cognitive Behavioral Group therapy notes and ensure that they are up-dated weekly.

The Clinical Director is responsible for the timely, thorough and complete documentation of all clinical services in conformance with Departmental and professional standards and regulations and to insure that all such documentation is complete, accurate and timely recorded as required including into the Departments JJEMS System.

Proposals shall include:
- A description of how the clinical services and programming standards listed above will be met and who will deliver them.
- The proposal must provide details of any clinical curricula that are proposed for use.
- Provide a description of how any scheduled clinical sessions will be made up if cancelled.
- Provide an explanation of how vacancies will be covered and clinical services maintained during any clinical scheduled or unscheduled absences or vacancies.
- Provide performance goals for clinical services proposed within this contract and how they will be measured and documented.
1.4 GOAL THREE
PROVIDE A SYSTEM OF ADMISSION AND DISCHARGE THAT SUPPORT SUCCESSFUL TRANSITIONS.

1.4.1. Intake and Discharge
The Department’s Regional Detention Coordinator will refer youth to these programs based upon information received from the Courts and, potentially, gathered during prior DYS placements. The Regions will have determined placement after considering mitigating and aggravating factors including but not limited to; attending school, 12 years of age and under, positive community involvement, dangerousness, offense, co-defendant issues, age, gang affiliation or other factors. The Region will work with the program on a proactive basis to ensure that appropriate placements are made to ensure the success of the youth in the program.

INTAKE - The program should make every effort to complete the Intake process within one (1) hour of a youth’s arrival, but no longer than four (4) hours. The client should not enter the unit population until the Intake is complete. This is to consist of verifying client identification information, verifying paperwork from the Courts (bail mittimus, 68-A Evaluation request) and all screenings prescribed in DYS policy. The client must be allowed to make a phone call to their parent/guardian within the first four hours of their arrival. The program should also speak with the parent/guardian to pass along program contact information, explain general expectations of the program, provide visiting information and collect intake data as required (including medical, medication and mental health history).

The intake should include:
1. Medical screening for injury or existing medical problems
2. Self-report of disability, medications, alcohol and drug use
3. Recording of identifying marks, tattoos, etc (Body Map)
4. Issuing a LAMB warning (as appropriate) with the requirement that the client paraphrase it to show understanding
5. Completion of data collection entry into JJEMS, if information from DYS referral is incomplete
6. Document youth’s involvement with other agencies (DCF, Probation, DMH)
7. Suicide Risk Assessment
8. Contact with the youth’s family to explain rules and procedures of the program
9. Review of Program rules with youth (program handbook)
10. Explanation of bail review rights and process
11. Inventory of client belongings
12. Observation of youth’s behavior and demeanor

The first hours of a youth’s stay in detention are critical. Youth are often scared, anxious and confused upon arrival. Assuring the client’s safety and emotional well being must be the focus of the program’s intake procedures. The collection of information and the education of the youth on the rules of the program must be performed in a caring and supportive manner. The first hour can set the tone for a youth’s stay in detention and programs are expected to integrate their intake procedure with the Regional office intake process.

A thorough explanation of, and assistance in, the bail review process must occur with every youth on bail status during the first day. The program is responsible for knowing the bail review process and explaining this to the youth. If a youth requests a bail review, the program is responsible for coordinating this in conjunction with the Regional Detention Coordinator or designee.

The program must also provide a program orientation within the first day to include an explanation of the services offered and the rules and regulations of the program. An explanation of the visiting procedures, the behavior management program, PREA, religious services and clinical services are to be included in this orientation.

The Region requires that all Pre-Trial Detention programs are able to provide the most current information about each youth to assist in the planning process for services.

**Proposal Submission**
- Describe the procedures the program will utilize to address the performance outcomes described above and what policies, procedures or protocols will be employed to insure compliance with the above intake and discharge requirements.
- Describe how your program will accomplish the above and please include any supportive material to illustrate and provide a fuller understanding of how you as a provider accomplish intake and discharge in a manner that best supports the youth in care.

**DISCHARGE** - Discharge decisions for Pre-Trial youth are based on the activity of the court(s).
1.5 EVIDENCE BASED PRACTICES

The Department will be working with successful Providers to develop and implement acceptable Evidence Based Practices during the contract term.

1.6 PRISON RAPE ELIMINATION ACT (PREA) COMPLIANCE

Contractor will comply with the Prison Rape Elimination Act of 2003 (Federal Law 42. U.S.C. 15601 ET. Seq.), and with all applicable PREA Standards, DYS Policies related to PREA and DYS Standards related to PREA for preventing, detecting, monitoring, investigating, and eradicating any form of sexual abuse within DYS Facilities/Programs/Offices owned, operated or contracted. Contractor acknowledges that, in addition to "self-monitoring requirements" DYS will conduct announced or unannounced, compliance monitoring to include "on-site" monitoring. Failure to comply with PREA, including PREA Standards and DYS Policies may result in termination of the contract.

1.7 CLIENT PROFILE

Clients are referred to the program from the Department of Youth Services. All referrals will be processed through the Regional Detention Coordinator or designee. The department averages 2,600 clients annually into the detention system. They range from new offenses to bail revocation to violation of probation for new arrests, technical violations and pre-trial condition infractions. Clients will be between the ages of 11 and 20, with an average age of 15.5 years. They are 80% male and 20% female. The majority of clients referred will have committed crimes against persons (65%) and will be classified as Grid Level 1-6 offenders.

Many of the clients referred will have a history of family dysfunction. Over 50% of the current caseload report family life that has been disrupted by domestic violence, abuse, alcoholism, divorce, or separation. Clients have exhibited behavior including poor impulse control and physical acting-out as well as a history of school-related issues and substance abuse. The majority of clients referred will be returning home after release from bail. Many clients will present with behavioral health issues.

The general characteristics of the client profile may change during the life of the contract. The provider is expected to make the adjustments necessary to manage the changing population in a timely manner.
1.8 GENERAL RFR ADMINISTRATIVE SPECIFICATIONS

In August 2008, a new Massachusetts law, Chapter 257 of the Acts of 2008 (c257), "An Act Relative to Rates for Human and Social Service Programs", was enacted that provides that the Secretary of Health and Human Services shall have the sole responsibility for establishing rates of payment for social service programs purchased by governmental units. Under G.L. c. 118G, § 7, these programs will have rates set by the Division of Health Care Finance and Policy in the Executive Office of Health and Human Services. As a result, rates of payment and reimbursement structures may change during the term of the contract. EOHHS began implementing this law in FY 2010 and the implementation will be completed by FY 2013.

Each program being bid in this RFR has been assigned a c257 rate. Those rates, and the staffing patterns required for those rates, are contained in the Attachments to this RFR.

1.9 EVALUATION CRITERIA

DYS utilizes a consensus model of evaluating proposals whereby the evaluation committee members independently read and review all proposals, then meet as a group to discuss and jointly rate all qualified proposals for the purpose of generating a prioritized award list. The committee members are oriented to ensure uniformity, accountability, fairness, and efficiency in the awarding of purchase-of-services contracts. Committee members evaluate each proposal against the established criteria below.

The review committee members may use sources of information other than the bidder’s written submission to evaluate proposed programs. Other sources of information may include oral presentations by bidders, written responses to questions posed by committee members, the bidder’s history and/or experience in providing services to youth in community, residential and secure treatment facilities, the bidder’s past performance as a provider, a review of current programs operated by the bidder, materials submitted for prequalification purposes, quality assurance and/or licensing surveys, telephone interviews with designated staff, an on-site review of the bidder’s (proposed) program site and other programs, a review of the bidder’s finances, discussion with relevant community members or providers, governmental agencies and other funding organizations.

I. Demonstrated Bidder Capacity for Effective Service Delivery (40 Points)
   1. Executive Summary and Provider Profile-5 points
2. Program Monitor Reports for Same Type of Program or Demonstrated Program Expertise in Other Settings, as applicable-10 points

3. General Specifications-10 points

4. Site Visit/Reference Checks Results-15 points

II. **Program Design Excellence (60 Points)**

1. Comprehensive Response to RFR Program Specifications (30 points)

2. Program Components and Tools that Meet the Department’s Requests (15 points)

3. Program Evaluation and Reporting Excellence in RFR Response (15 points)

IV. **Extra Credit (10 Points)**

   Exceptional Program History of Service Delivery

   Exceptional Program Design Excellence

<table>
<thead>
<tr>
<th>EVALUATION CRITERIA</th>
<th>SCORE</th>
<th>PROVIDER SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demonstrated Bidder Capacity for Effective Service Delivery</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Program Design Excellence</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Extra Credit</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>110</strong></td>
<td></td>
</tr>
</tbody>
</table>
Region: Northeast  
State Facility: No  
Population Type: Male  
Program Size: 15  
Grid Levels: One through Three  
Age Range: 12 – 20 years  
Current Program Name: NE Detention  
Current Location: Middleton

Chapter 257 Unit Rate @ 90% utilization:  
Provider Leased or Owned Facility: $375.38

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>$31,103</td>
<td>19.63</td>
<td>$610,646</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.85</td>
<td>$119,781</td>
</tr>
<tr>
<td>Direct Care Support Staffing</td>
<td>$30,600</td>
<td>3.00</td>
<td>$91,801</td>
</tr>
<tr>
<td>Total Dir Care Staff</td>
<td></td>
<td>31.63</td>
<td>$1,110,989</td>
</tr>
</tbody>
</table>

Program Specific Details

The current site for this program is NFI Boys Detention Unit, located in Middleton, Ma adjacent to the Northeast Regional Office.

The RFR is for a staff secure detention unit for detained males from the Northeast Region. This program will be located in Essex or Middlesex Counties. The Middleton facility will not be available for this program.

Northeast Profile

Gender – Males

Average Age: 15.5

Average LOS: 16 days

Northeast Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>NE Youth</td>
<td>96 (19%)</td>
<td>171 (34%)</td>
<td>231 (46%)</td>
<td>498</td>
</tr>
</tbody>
</table>
Region: Southeast
Population Type: Female
Grid Levels: One through Six
Current Program Name: Brockton Girls Secure Detention

State Facility: No
Program Size: 12
Age Range: 12 – 20 years
Current Location: Brockton

Chapter 257 Unit Rate @ 90% utilization:
Provider Leased or Owned Facility: $411.17

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>$31,103</td>
<td>15.50</td>
<td>$482,089</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.04</td>
<td>$94,564</td>
</tr>
<tr>
<td>Direct Care Support Staffing</td>
<td>$30,600</td>
<td>3.00</td>
<td>$91,801</td>
</tr>
<tr>
<td>Total Dir Care Staff</td>
<td></td>
<td>26.69</td>
<td>$957,215</td>
</tr>
</tbody>
</table>

Program Specific Details

Hardware Secure Facility
Services provided for both Committed and Detained Youth
Client referrals made to program from Southeast, Metro and Central DYS Regions
Data entry in JDAI Access database for all detained clients

Southeast Profile
Gender – Females
Average Age: 15.3
Average LOS: 16 days

Southeast Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE Youth</td>
<td>27 (37%)</td>
<td>28 (38%)</td>
<td>18 (25%)</td>
<td>73</td>
</tr>
</tbody>
</table>
ATTACHMENT ONE
Program C Fact Sheet

Region: Metro
Population Type: Male
Grid Levels: One through Five*
Current Program Name: Eliot Boys Detention

State Facility: Yes
Program Size: 15
Age Range: 12 – 20 years
Current Location: Dorchester

Chapter 257 Unit Rate @ 90% utilization:
State Owned, Co-located: $319.08

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th></th>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>2.15</td>
<td>$61,822</td>
<td>132,918</td>
<td></td>
</tr>
<tr>
<td>Clinical</td>
<td>3.00</td>
<td>$51,948</td>
<td>155,843</td>
<td></td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>0.79</td>
<td>$31,103</td>
<td>96,199</td>
<td></td>
</tr>
<tr>
<td>Relief</td>
<td>3.85</td>
<td>$31,103</td>
<td>119,781</td>
<td></td>
</tr>
<tr>
<td>Direct Care Support</td>
<td>1.00</td>
<td>$30,600</td>
<td>30,600</td>
<td></td>
</tr>
<tr>
<td>Total Dir Care Staff</td>
<td>29.63</td>
<td></td>
<td>1,049,788</td>
<td></td>
</tr>
</tbody>
</table>

Program Specific Details

The current site for this Program is the Metro Youth Service Center, located in Dorchester, Ma.

The RFR is for a staff secure detention program for males in the Metro Region.
The Program will be licensed for 20 clients and contracted for 15 clients under this procurement.

The Contract will begin in the Metro Youth Service Center. The Department of Youth Services will support the efforts of the provider to find a future location in the Metro Region or in close proximity, but preferably in the City of Boston. The Staff Secure program will receive male clients with Low and Medium Detention Placement Instrument scores.
* When this program is relocated to a community based staff secure site the Grid Levels for placement will be primarily 1,2 and 3.

Metro Profile
Gender – Males
Average Age: 15.5
Average LOS: 26.7 days

Metro Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro Youth</td>
<td>88 (21%)</td>
<td>150 (36%)</td>
<td>183 (43%)</td>
<td>421</td>
</tr>
</tbody>
</table>
Region: Metro  State Facility:  Yes  
Population Type: Female  Program Size: 12  
Grid Levels: One through Six  Age Range: 12 – 20 years  
Current Program Name: Spectrum Girls Detention  Current Location: Dorchester

Chapter 257 Unit Rate @ 90% utilization:  
State Owned, Co-located:  $349.78

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>0.77</td>
<td>$31,103</td>
<td>15.50</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.04</td>
<td>$94,564</td>
</tr>
<tr>
<td>Direct Care Support Staffing</td>
<td>$30,600</td>
<td>1.00</td>
<td>$30,600</td>
</tr>
<tr>
<td><strong>Total Dir Care Staff</strong></td>
<td><strong>24.69</strong></td>
<td></td>
<td><strong>$896,014</strong></td>
</tr>
</tbody>
</table>

Program Specific Details

The current site for this Program is the Metro Youth Service Center, located in Dorchester, Ma.

The RFR is for a Hardware Secure unit for detained and revocation females from the Metro and Northeast Regions. The Program will be licensed for 20 clients and contracted for 12 clients. The Program will service 6 females from the Metro Region and 6 females from the Northeast Region.

Metro Profile

Gender – Females

Average Age: 15.2

Average LOS: 16.1 days

Metro Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metro Youth</td>
<td>88 (21%)</td>
<td>150 (36%)</td>
<td>183 (43%)</td>
<td>421</td>
</tr>
</tbody>
</table>

RFR #DYS POS 2012-06  
Detention – Statewide
ATTACHMENT ONE
Program E Fact Sheet

Region: Western
Population Type: Female
Grid Levels: One through Six
Current Program Name: Terri Thomas Program

State Facility: Yes
Program Size: 12
Age Range: 12 – 20 years
Current Location: Springfield

Chapter 257 Unit Rate @ 90% utilization:
State Owned, Co-located: $349.78

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>0.77</td>
<td>$31,103</td>
<td>15.50</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.04</td>
<td>$94,564</td>
</tr>
<tr>
<td>Direct Care Support Staffing</td>
<td>$30,600</td>
<td>1.00</td>
<td>$30,600</td>
</tr>
<tr>
<td>Total Dir Care Staff</td>
<td>24.69</td>
<td>$896,014</td>
<td></td>
</tr>
</tbody>
</table>

Program Specific Details

Program’s level of care will be hardware secure.

The Program will service ten (10) females from the Western Region and two (2) females from the Central Region. However, the program will periodically accept referrals from all Regions. Program will provide transportation for emergency care for detained females. Program will assist and provide transportation to all medical, dental and transitional services to short term clients.

Western Profile
Gender – Females
Average Age: 15.5
Average LOS: 18.1 days

Western Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Youth</td>
<td>168 (34%)</td>
<td>189 (39%)</td>
<td>131 (27%)</td>
<td>488</td>
</tr>
</tbody>
</table>
Region: Central  
Population Type: Female  
Grid Levels: Two through Six  
Current Program Name: Oaks D

State Facility: Yes  
Program Size: 10  
Age Range: 12 – 20 years  
Current Location: Grafton

Chapter 257 Unit Rate 12 @ 80% utilization:
State Owned, Separate: $418.88

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>$31,103</td>
<td>15.50</td>
<td>$482,089</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.04</td>
<td>$94,564</td>
</tr>
<tr>
<td>Direct Care Support Staffing</td>
<td>$30,600</td>
<td>3.00</td>
<td>$91,801</td>
</tr>
<tr>
<td><strong>Total Dir Care Staff</strong></td>
<td></td>
<td><strong>26.69</strong></td>
<td><strong>$957,215</strong></td>
</tr>
</tbody>
</table>

Program Specific Details
This program will provide a staff secure detention placement option for females. The program capacity will be for ten beds. This program will be located in Central Massachusetts. Although this program will be located in Central Massachusetts it is expected that referrals will come from all five regions.

In 2000, the Department of Youth Services established a strategic plan that focused the agency on implementing strategies to respond to the specific needs of girls in the juvenile justice system. Since that time DYS has developed gender responsive training for staff, gender responsive facility design and planning, implementation of modified Dialectical Behavior Therapy at all of our female locations. The program and service delivery strategy should be designed to address girls’ pathways into delinquency. The program must adopt a strength based approach, provide a consistent and safe atmosphere for the clients and have a strong health focus.
It is important that the selected provider/s for girls programming articulate in their response how they will respond to the needs of girls. What are the program components that address this and under what framework will the milieu operate. Interested bidders can refer to the OJJDP Girls Study Group for updated research and information.

This program will offer services to girls who are held on bail but do not need placement in secure detention.
ATTACHMENT ONE
Program G Fact Sheet

Region: Western  State Facility: No
Population Type: Male  Program Size: 12
Grid Levels: One through Three  Age Range: 12 – 20 years
Current Program Name: New Program  Current Location: Hampden County

Chapter 257 Unit Rate @ 90% utilization:
Provider Leased or Owned Facility: $411.17

Chapter 257 Staffing Configuration:

<table>
<thead>
<tr>
<th>Client to Staff Ratio</th>
<th>Salary</th>
<th>FTE</th>
<th>Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Mgmt Staffing</td>
<td>$61,822</td>
<td>2.15</td>
<td>$132,918</td>
</tr>
<tr>
<td>Clinical</td>
<td>$51,948</td>
<td>3.00</td>
<td>$155,843</td>
</tr>
<tr>
<td>Direct Care Staffing</td>
<td>$31,103</td>
<td>15.50</td>
<td>$482,089</td>
</tr>
<tr>
<td>Relief</td>
<td>$31,103</td>
<td>3.04</td>
<td>$94,564</td>
</tr>
<tr>
<td>Direct Care Support</td>
<td>$30,600</td>
<td>3.00</td>
<td>$91,801</td>
</tr>
<tr>
<td>Total Dir Care Staff</td>
<td></td>
<td>26.69</td>
<td>$957,215</td>
</tr>
</tbody>
</table>

Program Specific Details
This program will be a staff secure detention program for males from the Western Region. This program will enhance the continuum in Western Mass by adding a staff secure placement option for medium and low risk males.

Western Profile
Gender – Males
Average Age: 15.5
Average LOS: 18 days

Western Region DPI Scores

<table>
<thead>
<tr>
<th></th>
<th>Lows</th>
<th>Mediums</th>
<th>Highs</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Youth</td>
<td>168 (34%)</td>
<td>189 (39%)</td>
<td>131 (27%)</td>
<td>488</td>
</tr>
</tbody>
</table>
ATTACHMENT TWO

MEMORANDUM OF UNDERSTANDING
between the Department of Youth Services and the
Department of Children and Families
Pre Trial Detention

PURPOSE

This Memorandum of Understanding (Agreement) is written to document an
agreement between the Department of Youth Services (DYS) and the Department of
Children and Families (DCF) (collectively “the agencies”) to cooperate with each other in
an effort to reduce the unnecessary use of detention when a child who is in DCF care or
custody is arrested and held in pre-trial detention with DYS. DYS is the juvenile justice
agency of the Commonwealth, with jurisdiction over certain youth detained awaiting
delinquency charges. DCF is the child welfare agency of the Commonwealth, with
jurisdiction to receive children into its care and custody for the purpose of out of home
placement.

PRINCIPLES

DYS and DCF agree on the following principles:

1. Detention at DYS shall be reserved for juveniles charged with a delinquent
offense who have been determined by the Juvenile Court to be not likely to appear
at future court hearings or who present a clear public safety risk, pursuant to the
Massachusetts Bail Statutes. G.L. c. 276, §§58, 58A.

2. The agencies agree to work cooperatively to reduce the risk that youth in the care
or custody of DCF will be placed in DYS detention, unless they meet the
criterion of the Bail Statutes.

3. DCF staff will not request or recommend to the court or probation department that
a youth be placed in detention at DYS while DCF is developing a treatment plan
or while the youth is waiting for another DCF placement to become available. The
agencies recognize that when the criteria of the Bail Statutes have been met, some
youth involved with DCF will be held in DYS detention.

CONSTRUCTION OF TERMS OF AGREEMENT

As this Agreement is intended also to facilitate the sharing of information for the
purpose of ensuring that children in DYS detention are adequately serviced and
for the purpose of limiting the time youth in the care or custody of DCF spend in
DYS detention, the provisions of this Agreement should be read in the spirit of
that intent.

Final 2011
DESIGNATION OF RESPONSIBILITY

In order to maximize the efficiency of information sharing between DCF and DYS and to minimize variation in the interpretation of the provisions of this Agreement, each agency designates below an individual who shall have primary responsibility for answering questions as they arise regarding the propriety of sharing information and for facilitating the implementation of this Agreement.

DCF
Name: Robert Wentworth, Asst. Commissioner of Planning and Program Development
Address: 24 Farnsworth Street
   Boston, MA 02210

Phone: (617)748-2359

DYS
Name: Peter Forbes, Assistant Commissioner of Operations
Address: 27 Wormwood Street, Suite 400
   Boston, MA 02210

Phone: (617)960-3268

DCF INVOLVED YOUTH HELD IN DETENTION

In the event that a youth in the care or custody of DCF is held in detention at DYS:

1. DYS will notify the appropriate DCF Area Clinical Manager or designee within one business day of their becoming aware that a youth in detention has an open case with DCF.

2. The DCF social worker, or in his/her absence the supervisor or Area Clinical Manager or designee, will call the DYS Regional Intake Unit within one business day of their becoming aware that a youth on their caseload is detained at DYS. The DCF social worker or representative will identify him or herself to the DYS Regional Intake Unit, and except in cases where the Department does not have care or custody and does not have a release of information from the parent, advise DYS of the DCF service plan and any other relevant background information including but not limited to the youth’s medical and psychiatric history, so that DYS staff will be better able to provide services to the youth which will keep him/her safe during his/her stay in detention.

3. The DYS clinical staff in the detention unit will contact the social worker, or in his/her absence the supervisor or Area Clinical Manager designee, if there is a need for additional or clarifying information in order to ensure that the youth’s medical and psychological needs are addressed while in detention. This
conversation will typically be a discussion related to the child’s service plan and steps that are planned to move that plan forward.

4. The DCF social worker and the DYS clinical staff in the detention unit will meet or conduct a conference call within two business days of the DYS Regional Intake Unit being contacted by the DCF worker, to review the DCF service plan and to discuss what steps need to be taken to safely maintain the youth while he/she is in detention.

5. A DCF regional representative will participate in the DYS Regional weekly “population” review meetings to facilitate interagency communication that supports client movement. The nature of this participation, whether in person, by phone or video conferencing will be determined by agreement between each DYS and DCF regional representative.

6. The agencies agree to conduct a Case Conference for each youth in the care or custody of DCF who remains in detention at DYS for a period of fifteen (15) days or longer. For these cases, the conference will be held before their (30th) day in detention. Managers from DCF and DYS will participate in the conference.

7. For DCF-involved youth held in detention at DYS for thirty (30) days or longer on DYS Grid Level (1 and 2) offenses, the updated results of this Case Conference will be forwarded to the DCF and DYS Regional Directors for review, expedited case management and resolution.

8. The DYS Regional Office agrees to forward a report listing DCF-involved youth held in DYS detention to the DCF Regional Director (or designee) on a weekly basis. This list will be confirmed for accuracy by the DCF Regional Office. The report will include the data elements currently included in the report sent to the Boston Regional DCF office.

RECORDING AND REVIEWING TRENDS

DYS and DCF will work together to track the number, type of charges being filed and place of origin in Juvenile Court against youth in DCF-contracted programs. Representatives from the Commissioners’ Offices of DCF and DYS will meet quarterly to review this data to identify trends and to work together to develop systemic solutions which will reduce the number of DCF youth referred to DYS detention.
RESOURCE DEVELOPMENT

DYS and DCF Central Office program development staff will undertake joint program development efforts that will enhance the capacity of communities to re-integrate youth with violent or destructive behavioral problems. Such efforts may include sharing access to existing DYS community programs to DCF youth, and the joint development of short term stabilization programs that employ trauma informed and evidenced based behavioral treatment practices.

RESTRICTIONS ON FURTHER DISSEMINATION OF INFORMATION

DCF and DYS agree not to further disseminate information or documents obtained from the other agency under this agreement to any person or entity outside DCF or DYS without the prior written approval of the agency from which the information or documents were obtained, unless ordered to do so by a court or statute.

DISSEMINATION OF AGREEMENT

Both DCF and DYS shall disseminate copies of this Agreement to all of their respective regional and area offices within thirty (30) days of its execution. DCF and DYS shall also disseminate copies of the Agreement to its contracted agencies that may be impacted by this agreement, or may be subject to this agreement.

TRAINING

DCF and DYS agree to develop and implement appropriate trainings in furtherance of this Agreement for the purpose of implementing this Agreement.

COMPLIANCE WITH LAW

DCF and DYS agree to comply with applicable provisions of Federal and Massachusetts law governing the release of information, including but not limited to Chapter 66A.

PERIOD OF AGREEMENT

This agreement shall be effective upon the execution of the Agreement by the parties and shall remain in effect until the parties mutually agree to terminate the Agreement or it is superseded by a successor Memorandum or Agreement. This Agreement supersedes the Memorandum of Understanding concerning Pre Trial Detention entered into between the agencies in January 2009.

This Agreement will be reviewed annually for effectiveness and compliance by both agencies. Either party, at any time may request a review and/or modification of the Agreement.

Final 2011
This Agreement is subject to termination by either party at any time by providing written notice to the other party at least sixty (60) days prior to such termination. Notice must be in writing and delivered to the General Counsel of each respective agency. Either of the parties may discontinue or suspend the provision of information immediately if, in its judgment, any term of this Agreement is violated. Neither this Agreement nor any rights hereunder shall be assignable by the parties. Any attempt at assignment shall be null and void.

SOLE AGREEMENT

This Agreement supersedes any previous memorandum of understanding between DCF and DYS that concerned pre-trial detention of youth. This Agreement constitutes the entire understanding between the parties with respect to the subject matter covered by this Agreement and shall not be deemed to be added to or modified unless first agreed to in writing and signed by the parties.

WAIVERS

It is specifically agreed between the parties that failure of either party to insist upon compliance with any provision herein at any time shall not waive performance of such provision at any other time.

No waiver by either party of any default or breach hereunder by the other shall constitute a waiver of any subsequent default or breach.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be signed by a duly authorized representative on the date and year written below.

FOR THE MASSACHUSETTS DEPARTMENT OF CHILDREN AND FAMILIES

By: Angelo McClain
Commissioner, DCF

Date: 9/21/11

FOR THE MASSACHUSETTS DEPARTMENT OF YOUTH SERVICES

By: Jane E. Tewksbury
Commissioner, DYS

Date: 9/21/11
ATTACHMENT THREE

Department of Youth Services
12 year old & Under Protocol

- The DYS Detention Office receives notification from the sending court that a 12 year old or Under Youth is being held on bail status.
- The DYS Court Liaison, if in court, will contact the Probation Officer and gather as much information as possible on the client.
- The Detention Coordinator will ask the Probation Officer for specifics as to why the client is being held on bail. (See check list form for 12 year old or Under)
- The 12 year old and Under Form is filled out by the Detention Coordinator with the information gathered.
- If the client was seen by Court Clinic in the past, the Detention Coordinator gathers all court clinic documentation.
- DYS will arrange to transport the client directly from court; client will not be transported by the Sheriff’s Department.
- DYS will transport the client to a DYS Detention Unit in order to have the following completed by a Clinician: Intake, MAYSI, client photo. DYS shall transport the client to the unit in handcuffs.
- The client will not be strip searched.
- If it is determined that the client is appropriate for placement in Specialized Foster Care, the Detention Office will contact DYS contracted Specialized Foster Care Agencies in order to locate an appropriate foster home placement and make the referral.
- The Detention Office will transport the client to the foster home or foster care agency; handcuffs will not be used during this transport.
- The Detention Office will provide all necessary case management including communicating daily with the foster home and documenting how the client is doing at the home. This shall include behavior, hygiene, eating and sleeping habits, etc.
- DYS will transport the client from the foster home to court on the client’s remand date.
Check List for 12 yr old & under

Name: DOB: Age: DOI: Phone:

Parent/Guardian Name: Phone:

Offenses:

Court: Remand: Run Risk: Y / N

<table>
<thead>
<tr>
<th>Check List</th>
<th>Y</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take Picture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DSS Involved</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seen by Court Clinic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mental Health</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Past Hospitalizations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prior Foster Care Placements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire Setter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sex Offender</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Why youth is being held:

______________________________________________

Placement Decision:

______________________________________________

Foster Home Information

Name: 
Street: 
City/Town: 
Zip: Phone Numbers: 

Contact calls to foster home (Include date, time, & name of person contacted & how youth is doing):

_________________________________________________________________________________________

_________________________________________________________________________________________

_________________________________________________________________________________________

_________________________________________________________________________________________