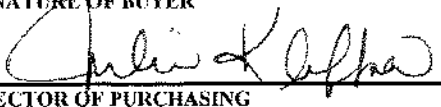
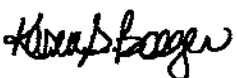




NOTICE OF CONTRACT AMENDMENT

State Of Missouri
Office Of Administration
Division Of Purchasing
PO Box 809
Jefferson City, MO 65102-0809
<http://oa.mo.gov/purchasing>

CONTRACT NUMBER CS171492001	CONTRACT TITLE Pre and Post-Release Reentry Services
AMENDMENT NUMBER Amendment #001	CONTRACT PERIOD September 1, 2017 through June 30, 2018
REQUISITION/REQUEST NUMBER NR 931 YYY18708210	SAM II VENDOR NUMBER/MissouriBUYS SYSTEM ID 3626700360 0/MB00089728
CONTRACTOR NAME AND ADDRESS GATEWAY FOUNDATION 55 E. JACKSON BLVD., SUITE 1500 CHICAGO IL 60604	STATE AGENCY'S NAME AND ADDRESS Missouri Department of Corrections Post Office Box 236 Jefferson City MO 65102
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS: Contract CS171492001 is hereby amended pursuant to the attached amendment #001, dated 12/19/17.	
BUYER Julie Kleffner	BUYER CONTACT INFORMATION Email: julie.kleffner@oa.mo.gov Phone: (573) 751-7656 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 1-3-18
DIRECTOR OF PURCHASING  Karen S. Boeger	



STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PURCHASING
CONTRACT AMENDMENT

AMENDMENT NO.: 001
CONTRACT NO.: CS171492001
TITLE: Pre and Post-Release Reentry Services
ISSUE DATE: 12/19/18

REQ NO.: NR 931 VYY18708210
BUYER: Julie Kleffner
PHONE NO.: 573-751-7656
E-MAIL: Julie.Kleffner@oa.mo.gov

TO: Gateway Foundation
55 E. Jackson Blvd. Suite 1500
Chicago, IL 62920

RETURN AMENDMENT BY NO LATER THAN: 01/04/18 AT 5:00 PM CENTRAL TIME

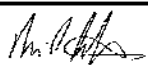
RETURN AMENDMENT TO THE DIVISION OF PURCHASING (PURCHASING) BY E-MAIL, FAX, OR MAIL/COURIER:

SCAN AND E-MAIL TO:	Julie.Kleffner@oa.mo.gov
FAX TO:	(573) 526-9816
MAIL TO:	PURCHASING, P.O. Box 809, Jefferson City, Mo 65102-0809
COURIER/DELIVER TO:	PURCHASING, 301 West High Street, Room 630, Jefferson City, Mo 65101-1517

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

SIGNATURE REQUIRED

VENDOR NAME	MissouriBUYS SYSTEM ID (SEE VENDOR PROFILE - MAIN INFORMATION SCREEN)
Gateway Foundation, Inc., dba GFI Services, Inc.	89728
MAILING ADDRESS	
55 E. Jackson Blvd, Suite 1500	
CITY, STATE, ZIP CODE	
Chicago, IL 60604	

CONTACT PERSON	EMAIL ADDRESS
Gregg Dockins	gdockins@gatewayfoundation.org
PHONE NUMBER	FAX NUMBER
815-220-9058	312-663-0504
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE)	
<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> IRS Tax-Exempt	
AUTHORIZED SIGNATURE	DATE
	12/19/17
PRINTED NAME	TITLE
Thomas P Britton	CEO/President

AMENDMENT #001 TO CONTRACT CS171492001

CONTRACT TITLE: Pre and Post-Release Reentry Services

CONTRACT PERIOD: September 1, 2017 through June 30, 2018

In lieu of submitting the detailed billing report and invoice in a bi-weekly basis, the State of Missouri hereby desires to amend the above-referenced contract to require the contractor to submit a monthly detailed billing report and monthly invoice. Therefore, paragraph 2.10.2 of the RFP portion of the contract is revised to read as follows:

Monthly Detailed Billing Report and Invoice -After every month following services, the contractor shall submit a detailed monthly billing report to the state agency along with the monthly invoice that identifies all offenders, in alphabetical order, and includes a minimum of the following information about each offender:


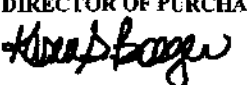
All other terms, conditions and provisions of the contract, including all prices, shall remain the same and apply hereto.

The contractor shall sign and return this document, on or before the date indicated, signifying acceptance of the amendment.



NOTICE OF AWARD

State Of Missouri
Office Of Administration
Division Of Purchasing
PO Box 809
Jefferson City, MO 65102-0809
<http://oa.mo.gov/purchasing>

SOLICITATION NUMBER RFPS30034901701492	CONTRACT TITLE Pre and Post-Release Reentry Services
CONTRACT NUMBER CS171492001	CONTRACT PERIOD September 1, 2017 through June 30, 2018
REQUISITION/REQUEST NUMBER NR 931 YYY17708377	SAM II VENDOR NUMBER/MissouriBUYS SYSTEM ID 3626700360 0/MB00089728
CONTRACTOR NAME AND ADDRESS Gateway Foundation 55 E. Jackson, Suite 1500 Chicago, IL 60604	STATE AGENCY'S NAME AND ADDRESS Missouri Department of Corrections Post Office Box 236 Jefferson City MO 65102
ACCEPTED BY THE STATE OF MISSOURI AS FOLLOWS: The proposal submitted by Gateway Foundation in response to RFPS30034901701492 is accepted in its entirety with the exception of the participation commitment of Guy Brown, which shall be excluded from the contract.	
BUYER Stacia Dawson	BUYER CONTACT INFORMATION Email: Stacia.Dawson@oa.mo.gov Phone: (573) 522-3052 Fax: (573) 526-9816
SIGNATURE OF BUYER 	DATE 8/28/17
DIRECTOR OF PURCHASING  Karen S. Boeger	

**GATEWAY FOUNDATION,
DBA GFI SERVICES, INC.**



**Proposal in Response to
Solicitation No. RFPS30034901701492
Pre and Post-Release Reentry Services**

**Issued by
State of Missouri-Office of Administration**

**Submitted by:
Thomas P. Britton, President & CEO
Gateway Foundation, dba GFI Services, Inc.
55 East Jackson Blvd., Suite 1500
Chicago, IL 60604
312-663-1130**

Due Date: July 19, 2017

Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

COVER LETTER



Stacia Dawson
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65101

July 18, 2017

RE: Proposal in Response to RFPS30034901701492, Pre and Post-Release Reentry Services

Dear Ms. Dawson,

Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.," is pleased to submit our proposal in response to RFPS30034901701492 to provide Pre and Post-Release Reentry Services. For the past twenty three years, Gateway has been honored to provide services to justice involved populations in the State of Missouri. Gateway has provided substance use disorder treatment services for the Missouri Department of Corrections since 1998 and is proud to be the contracted in-custody substance use disorder treatment provider at six facilities throughout the State, including at NECC and WRDCC, two of the institutions included in this RFP. In addition, we have provided community based programs for justice involved individuals since 1994. In FY16, our Missouri community based programs served almost 1,000 reentering offenders through the provision of case management, basic and intensive levels of outpatient treatment, continuation of medication assisted treatment, and employment readiness services. Gateway currently employs 141 Missourians.

For over 48 years, Gateway Foundation, Inc., a Chicago, Illinois-based not-for-profit corporation has been a trusted leader in providing treatment services in correctional and community-based settings. **Outcome studies have proven that the services delivered by Gateway are effective, efficient, and produce the desired outcome of a marked reduction in recidivism.** Our efforts have saved the states in which we operate millions of dollars through our programs, and we look forward to the opportunity to continue our service to the state of Missouri.

As this is written, there are over 9,000 men and women in Gateway Corrections' program. In FY 2016, Gateway's Corrections Division treated over 20,000 people. Gateway has unparalleled experience working with justice-involved populations, and we will leverage this vast breadth of experience and know-how to best serve the individuals being served by this program.

Philosophically, Gateway believes that people returning to the community after a period of incarceration require individualized, holistic, strengths based, and evidence based services in order to reintegrate successfully. Gateway is committed to providing a comprehensive program that works for each individual offender. Our history demonstrates that we are continually evolving and adapting best practices. For example, for over 15 years, we have worked with Texas Christian University's Institute of Behavioral Research to adapt our approach to the provision of services to incorporate a research-based assessment protocol, ensuring the delivery of interventions that are directly related to individual risks and needs.

Why Select Gateway as the Provider of these Programs?

- Gateway is an experienced provider of correctional treatment services—with over 46 years of experience in corrections-based treatment.
- Gateway is already operating within Missouri Department of Corrections, allowing for existing community partnerships and a familiarity with systems and institutions. We have established relationships with both in-custody and parole/probation staff. In fact, we are already present at NECC and WRDCC. We are accustomed to the rules, regulations, systems, and processes within these institutions and will require very little or no 'acclimation period'.
- Gateway already has a community presence in Missouri and has strong relationships with many community based providers with which we are already partnering. We currently provide comprehensive case management services in both St. Louis and Kansas City for individuals exiting a Missouri Department of Corrections Institution.
- As a not-for-profit corporation, Gateway is driven by our mission, not by the need to meet stockholders' profit expectations.
- Gateway has strong relationships with research institutions (e.g., Institute of Behavioral Research at TCU) which over the past decade have resulted in the development of our existing model, which uses our vast community connections and partnerships in order to assist in the lives of people returning after a period of incarceration according to individual needs.
- Gateway is financially very solid and has the financial, management, and clinical resources needed for the successful delivery of the desired model.

As you will note in our proposal, Gateway is applying to provide pre and post-release reentry services for all four regions, although we would accept a regional or multi-region award. It is important to note that a statewide award to Gateway would ensure a continuity of care across the entire delivery system and also significantly increase the number of individuals who can be served under this contract at a lower rate (200 additional clients!). We are confident that we can exceed your expectations.

In order to expedite the negotiation process, if you have any questions regarding our submission, please direct them to Mr. Gregg Dockins, Division President, Corrections at (815) 579-2701 or via email at gdockins@gatewayfoundation.org.

Gateway has prepared a comprehensive proposal in response to the services solicited. We believe our emphasis on evidence-based programming and adaptive treatment within the continuum of care methodology and our history of service to the Department make us the perfect selection for this contract. We look forward to discussing our proposal with you and to expanding our service to the state of Missouri in the years to come.

Very truly yours,



Thomas P. Britton, DrPH LPC LCAS CCS ACS
President and CEO

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Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

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Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

**RFP AND ADDENDUM
COVER PAGES**



STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PURCHASING (PURCHASING)
REQUEST FOR PROPOSAL (RFP)

SOLICITATION/OPPORTUNITY (OPP) NO.: RFPS30034901701492
TITLE: Pre and Post-Release Reentry Services
ISSUE DATE: 6/23/17

REQ NO.: NR 931 YYY17708377
BUYER: Stacia Dawson
PHONE NO.: (573) 522-3052
E-MAIL: Stacia.Dawson@oa.mo.gov

RETURN PROPOSAL NO LATER THAN: 7/19/17 AT 2:00 PM CENTRAL TIME (END DATE)

VENDORS ARE ENCOURAGED TO RESPOND ELECTRONICALLY THROUGH [HTTPS://MISSOURIBUYS.MO.GOV](https://missouribuy.mo.gov) BUT MAY RESPOND BY HARD COPY (See Mailing Instructions Below)

MAILING INSTRUCTIONS: Print or type Solicitation/OPP Number and End Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in the Purchasing office (301 W High Street, Room 630) by the return date and time.

(U.S. Mail)	(Courier Service)
RETURN PROPOSAL TO: PURCHASING	PURCHASING
PO BOX 809	301 WEST HIGH STREET, RM 630
JEFFERSON CITY MO 65102-0809	JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Effective Date of Contract through June 30, 2018

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Missouri Department of Corrections
Post Office Box 236
Jefferson City MO 65102

The vendor hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all requirements and specifications contained herein and the Terms and Conditions Request for Proposal (Revised 10/19/15). The vendor further agrees that the language of this RFP shall govern in the event of a conflict with his/her proposal. The vendor further agrees that upon receipt of an authorized purchase order from the Division of Purchasing or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the vendor and the State of Missouri. The vendor shall understand and agree that in order for their proposal to be considered for evaluation, they must be registered in MissouriBUYS. If not registered at time of proposal opening, the vendor must register in MissouriBUYS upon request by the state immediately after proposal opening.

SIGNATURE REQUIRED

VENDOR NAME		MissouriBUYS SYSTEM ID (SEE VENDOR PROFILE - MAIN INFORMATION SCREEN)	
Gateway Foundation, Inc., dba GFI Services, Inc.		89728	
MAILING ADDRESS			
55 E. Jackson, Suite 1500			
CITY, STATE, ZIP CODE			
Chicago, IL 60604			
CONTACT PERSON		EMAIL ADDRESS	
Gregg Dockins		gdockins@gatewayfoundation.org	
PHONE NUMBER		FAX NUMBER	
815-220-9058		312-663-0504	
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE)			
<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE		DATE	
		7/18/17	
PRINTED NAME		TITLE	
Thomas P. Britton		President and CEO	



STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PURCHASING (PURCHASING)
REQUEST FOR PROPOSAL (RFP)

ADDENDUM NO.: 01
SOLICITATION/OPPORTUNITY (OPP) NO.: RFPS30034901701492
TITLE: Pre and Post-Release Reentry Services
ISSUE DATE: 7/11/17

REQ NO.: NR 931 YYY17708377
BUYER: Stacia Dawson
PHONE NO.: (573) 522-3052
E-MAIL: Stacia.Dawson@doa.mo.gov

RETURN PROPOSAL NO LATER THAN: 7/19/17 AT 2:00 PM CENTRAL TIME (END DATE)

VENDORS ARE ENCOURAGED TO RESPOND ELECTRONICALLY THROUGH [HTTPS://MISSOURIBUYS.MO.GOV](https://missouribuy.mo.gov) BUT MAY RESPOND BY HARD COPY (See Mailing Instructions Below)

MAILING INSTRUCTIONS: Print or type Solicitation/OPP Number and End Date on the lower left hand corner of the envelope or package. Delivered sealed proposals must be in the Purchasing office (301 W High Street, Room 630) by the return date and time.

RETURN PROPOSAL AND ADDENDUM(S) TO:

(U.S. Mail)
PURCHASING
PO BOX 809

JEFFERSON CITY MO 65102-0809

or

(Courier Service)
PURCHASING
301 WEST HIGH STREET, ROOM 630
JEFFERSON CITY MO 65101-1517

CONTRACT PERIOD: Effective Date of Contract through June 30, 2018

DELIVER SUPPLIES/SERVICES FOB (Free On Board) DESTINATION TO THE FOLLOWING ADDRESS:

Missouri Department of Corrections
Post Office Box 236
Jefferson City MO 65102

The vendor hereby declares understanding, agreement and certification of compliance to provide the items and/or services, at the prices quoted, in accordance with all terms and conditions, requirements, and specifications of the original RFP as modified by this and any previously issued RFP addendums. The vendor should, as a matter of clarity and assurance, also sign and return all previously issued RFP addendum(s) and the original RFP document. The vendor agrees that the language of the original RFP as modified by this and any previously issued RFP addendums shall govern in the event of a conflict with his/her proposal. The vendor further agrees that upon receipt of an authorized purchase order from the Division of Purchasing or when a Notice of Award is signed and issued by an authorized official of the State of Missouri, a binding contract shall exist between the vendor and the State of Missouri. The vendor shall understand and agree that in order for their proposal to be considered for evaluation, they must be registered in MissouriBUYS. If not registered at time of proposal opening, the vendor must register in MissouriBUYS upon request by the state immediately after proposal opening.

SIGNATURE REQUIRED

VENDOR NAME		MissouriBUYS SYSTEM ID (SEE VENDOR PROFILE - MAIN INFORMATION SCREEN)	
Gateway Foundation, Inc., dba GFI Services, Inc.		89728	
MAILING ADDRESS			
55 E. Jackson, Suite 1500			
CITY, STATE, ZIP CODE			
Chicago, IL 60604			
CONTACT PERSON		EMAIL ADDRESS	
Gregg Dockins		gdockins@gatewayfoundation.org	
PHONE NUMBER		FAX NUMBER	
815-220-9058		312-663-0504	
VENDOR TAX FILING TYPE WITH IRS (CHECK ONE)			
<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Individual <input type="checkbox"/> State/Local Government <input type="checkbox"/> Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> IRS Tax-Exempt			
AUTHORIZED SIGNATURE		DATE	
		7/18/17	
PRINTED NAME		TITLE	
Thomas P. Britton		President and CEO	

SECTION 3.4: COST

CONTENTS:

PRICING PAGE

Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

PRICING PAGE

4. PRICING PAGE

4.1 Pre and Post Release Reentry Services –

- a. Firm, Fixed Price Per Offender Per Day - For each geographic region proposed, the vendor shall provide a firm, fixed price per offender per day for the original contract period in the following table(s) for providing pre and post release reentry services in accordance with the provisions and requirements of this RFP. (UNSPSC Code: 94131608)
 - b. Renewal Option Pricing – For each geographic region proposed, the vendor must indicate in the following table(s) the maximum price per offender per day for the renewal option years. If a maximum price per offender per day is not stated (e.g. left blank, page not returned, etc.), the state shall have the right to execute the renewal option at the same firm, fixed price per offender per day stated for the original contract period.
- 1) Vendors are cautioned that pricing shall remain the same for the renewal options unless the state agency is appropriated additional funds for this service.

1. NORTHEAST REGION
ORIGINAL CONTRACT PERIOD PRICE PER OFFENDER PER DAY
Firm, Fixed Price Per Offender Per Day: \$ <u>5.28</u> (Item 1)
RENEWAL OPTION YEARS' PRICING PER OFFENDER PER DAY
First Renewal Period Maximum Price Per Offender Per Day: \$ <u>5.28</u> (Item 1)
Second Renewal Period Maximum Price Per Offender Per Day \$ <u>5.28</u> (Item 1)

PRICING PAGE, CONTINUED**2. NORTHWEST REGION****ORIGINAL CONTRACT PERIOD PRICE PER OFFENDER PER DAY**Firm, Fixed Price Per Offender Per Day: \$ 5.28 (Item 2)**RENEWAL OPTION YEARS' PRICING PER OFFENDER PER DAY**

First Renewal Period

Maximum Price Per Offender Per Day: \$ 5.28 (Item 2)

Second Renewal Period

Maximum Price Per Offender Per Day \$ 5.28 (Item 2)**3. SOUTHEAST REGION****ORIGINAL CONTRACT PERIOD PRICE PER OFFENDER PER DAY**Firm, Fixed Price Per Offender Per Day: \$ 5.28 (Item 3)**RENEWAL OPTION YEARS' PRICING PER OFFENDER PER DAY**

First Renewal Period

Maximum Price Per Offender Per Day: \$ 5.28 (Item 3)

Second Renewal Period

Maximum Price Per Offender Per Day \$ 5.28 (Item 3)

PRICING PAGE, CONTINUED**4. SOUTHWEST REGION****ORIGINAL CONTRACT PERIOD PRICE PER OFFENDER PER DAY**Firm, Fixed Price Per Offender Per Day: \$ 5.28 (Item 4)**RENEWAL OPTION YEARS' PRICING PER OFFENDER PER DAY**

First Renewal Period

Maximum Price Per Offender Per Day: \$ 5.28 (Item 4)

Second Renewal Period

Maximum Price Per Offender Per Day \$ 5.28 (Item 4)

**SECTION 3.5: VENDOR'S EXPERIENCE AND
RELIABILITY AND EXPERTISE OF PERSONNEL**

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*** EXHIBIT A ***

*** EXHIBIT B ***

*** EXHIBIT C ***

*** EXHIBIT D ***

Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

EXHIBIT A

Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

EXHIBIT A

VENDOR INFORMATION

The vendor should provide the following information about the vendor's organization:

- a. Provide a brief company history, including the founding date and number of years in business as currently constituted.

Gateway Foundation, Inc.--doing business in Missouri as GFI Service, Inc. and hereafter referred to as "Gateway"--is a 501c (3) not-for-profit corporation incorporated in the State of Illinois. The corporate office is located at the following address:

Gateway Foundation, Inc.
55 East Jackson Blvd.
Suite 1500
Chicago, IL 60604
312-663-1130

Gateway Foundation (both the national and Missouri-based entity) is governed by a diverse 14-member Board of Directors whose responsibility it is to further the stated mission of the agency, set policies and establish a vision for the agency, and monitor agency performance. Board members are recruited predominantly on the basis of professional expertise.

Established in 1968 and providing services for 49 years, Gateway Foundation, Inc. today has treatment sites spanning six states, including Illinois, Texas, Delaware, Missouri, New Jersey, and Wyoming, serving over 30,000 persons annually. Programs are provided in both community and correctional settings and serve a diverse clientele, including adolescents and adults with substance use disorders, incarcerated and formerly incarcerated adults, and those with co-occurring mental health disorders.

GATEWAY FOUNDATION, INC. DBA GFI SERVICES, INC. HISTORY

MISSOURI HISTORY

Gateway Foundation, Inc., doing business in Missouri as GFI Services, Inc., began serving Missouri offenders in September 1994 and has been providing services in Missouri for 23 years. In 1994, Gateway opened the St. Louis Free and Clean program and two (2) years later, was awarded the Kansas City Free and Clean program. Gateway continued its expansion in Missouri with its first in-custody treatment contract with the Missouri Department of Corrections (MODOC) at the Women's Eastern Reception, Diagnostic and Correctional Center (WERDCC) in Vandalia, MO, a Therapeutic Community for females. Gateway continues to operate that program today.

Gateway currently has existing treatment programs at the Western Regional Diagnostic Correctional Center (WRDCC) in St. Joseph and in the Northeastern Correctional Center

(NECC) in Bowling Green. Gateway's successful operation of these programs offers assurance to the Department that our same efficiency and expertise will be available to the Department in providing Pre and Post Release Reentry services under this contract.

In 2007, Gateway submitted its successful bid to MODOC for the in-custody treatment contract at the **Maryville Treatment Center (MTC)**, in Maryville, MO. After a successful integration of our program design with the program operated by the state at that same location, Gateway soon expanded its base of operations throughout the state. In 2008, Gateway replaced the incumbent contractor at the 650-bed **Ozark Correctional Center (OCC)** in Fordland, MO, and in the following year won the contract at the **Western Reception, Diagnostic and Correctional Center (WRDCC)** in St. Joseph, MO and was re-awarded the WRDCC contract in 2014.

Gateway's successful rebid of the WERDCC in 2008 contract included a contract for Missouri's first Special Needs/Co-occurring program, a 24-bed male unit at **Northeastern Correctional Center (NECC)**, in Bowling Green, MO. In the past few years, Gateway has been re-awarded contracts at MTC, OCC, and CCC/WERDCC/NECC, the latter of which included an expansion of the Special Needs/Co-occurring program to 62 beds. In October 2012, Gateway was awarded the contract for **Chillicothe Correctional Center (CCC)** and the **Assessment Services at the Eastern Reception, Diagnostic and Correctional Center (ERDCC)**, in Bonne Terre, MO.

In addition to the institutional and assessment contracts, in 2012, Gateway, in collaboration with the Missouri Department of Corrections and the Missouri Department of Mental Health, began providing MAT, specifically Vivitrol (extended release Naltrexone) for offenders prior to their release from a Gateway contracted, year-long institutional treatment program. This was expanded to three (3) additional Gateway contracted programs in 2013 and to seven (7) total programs in 2015. All of the offenders who receive Vivitrol prior to their release from one of these seven (7) institutional treatment programs are "followed" to outpatient treatment programs in St. Louis or Kansas City where they continue their treatment, including receiving MAT. Our offender substance use disorder outpatient and reentry services program in St. Louis has been fully accredited by the Joint Commission Accredited since 2012. A certificate of accreditation is included in the appendix of this proposal. These programs are known as the Recidivism Reduction- Medication Assisted Treatment program (RR-MAT).

Within this program, Pre-Release Case Managers provide services to coordinate offender identification, screening, project enrollment, and successful transition to the community. These Pre-Release Case Managers work within the participating institutions to identify and pre-screen offenders for program services. Gateway's Pre-Release Case Managers coordinate all aspects of offenders' enrollment and participation in program services and assist in coordinating their return to the community; essentially serving as liaisons between institutional treatment staff and the clinical staff of the outpatient program. Specifically, pre-release case management functions include the following:

- Weekly review of facility census/population data to identify offenders from the catchment area

- Weekly participation in pre-release/discharge staffing meetings with both the Gateway treatment team and institutional staff for all participating offenders
- Individual meetings with identified offenders to actively promote the project to them—targeting initial contact within 8 weeks of scheduled discharge date
- Assisting DOC staff in screening for Medicaid eligibility and beginning enrollment process, as allowable
- Enrolling participants in programming and completing all required documentation, including:
 - Consent forms
 - Assisting in the pre-release (discharge) administration of standardized evaluation assessments
- Work with enrolled offenders and their institution treatment staff (primary counselors) to develop an assessment of reentry needs, documented via the Reentry Service Plan
- Coordinating the exchange of information from medical staff at the institution, including:
 - Identifying offenders who are interested and eligible for services
 - Facilitate scheduling of pre-medication counseling by medical professionals, who discuss benefits, potential side-effects, etc. of medications
 - Facilitate scheduling of required medical screening (labs) and the administration of pre-release medications
- Coordinating the exchange of information with Post-Release Case Workers, including:
 - Submission of Reentry Service Plans to the assigned Post-Release Case Worker for review in advance of the offender's release to the community
 - Facilitation of a Pre-Release Discharge Staffing (via telephone) between offender, institutional treatment staff, and the Post-Release Case Worker
 - Forwarding assessment/evaluation date/forms to St. Louis project staff

Using the research-based practice of "Strengths-Based Case Management," case managers who work with these offenders help to develop and manage comprehensive re-entry support services once they arrive in the community. Gateway's Re-Entry Case Managers coordinate all aspects of the offenders' return to the community and collaborate with the community-based treatment team staff in the implementation of distinct services for each case. Specifically, the post-release case managers engage in the following:

- Participation in the pre-release staffing with offenders and institutional staff within 10 days of the offenders' release. This is designed to gather a preliminary list of reentry needs and to review the details contained in the Reentry Service Plan
- Upon offenders' arrival into the community, the Post-Release Case Worker holds a face-to-face meeting with the offenders within three days of their arrival at the Free and Clean program. This meeting includes:
 - Confirmation of project participation and confirmation of the TCU research participant group in which an offender is enrolled (i.e., MAT, non-MAT, etc.)
 - Completion of all intake paperwork, consents, and project documentation required for the post-release portion of the project
 - A review of the offender's MAT status, and if necessary, scheduling of the offender's first appointment with ARCA for the post-release follow-up

- Review/update of areas of need identified in RSP
- RSP Development/Review/Update: As all case management services are guided by offenders' RSP, the Post-Release Case Worker works with them to complete the goals, objectives, and service interventions necessary to meet the needs identified
 - The initial RSP is completed within the first two case management visits
 - A Review of the RSP occurs every two months thereafter, with updates made as needs arise or as goals are completed
- Case Management Contact/Services: following the goals established in the RSP, the Post-Release Case Workers provide at least 2 hours per week of face-to-face contact with each project participant during his first 60 days in the community. Thereafter, Pre-Release Case Workers have weekly contact (either in-person, or via telephone) and at least one face-to-face contact per month. The overarching goal of post-release case management is to provide offenders with the support and services required to achieve stability within the community.

Please consider these impressive results (through FY16):

- 98% of clients released in FY 2016 have been admitted to community-based treatment following their release versus 55-65% of individuals not involved in the RR-MAT project
- 86% of clients receiving RR-MAT services are still engaged in post-release community based outpatient treatment versus an average of 67% engagement for all clients
- 86% of clients who received RR-MAT services and completed Gateway's St. Louis Outpatient Program were employed or enrolled in an education program at the time of discharge from the full treatment continuum
- 80% of clients who received pre-release Vivitrol in FY 2014 have not returned to the Department of Corrections. The average Missouri DOC two year recidivism rate is 40%

Gateway Foundation operates all of the contracted in-custody treatment programs in Missouri institutions, which together total over 2,000 treatment beds. In total, through the programming at the institutions outlined above, Gateway serves over 5,600 inmates per year in Missouri. In addition, our community based programs served almost 1,000 reentering offenders in FY16 providing case management, basic and intensive levels of outpatient treatment, continuation of medically assisted treatment, and employment readiness services. **Our commitment is to provide Missouri offenders with effective, evidence-based treatment and reentry services that reduce recidivism, and rebuild lives!**

VALUE-ADDED SERVICES

During its tenure in Missouri programs, Gateway has brought a number of "value-added" services to the Department of Corrections. Please consider the following achievements.

- **Highly Satisfied Clients-** Gateway's Internal Evaluation Protocol pays significant attention to client satisfaction rates and counseling rapport scores derived from the Texas Christian University (TCU) Engagement form. The scales are particularly important as

they are strong predictors of long term success- the more satisfied one is in treatment and the more positive they feel about the therapeutic alliance with their counselor, indicates they are more likely to complete treatment and achieve long term success.

In Missouri, 98.4% of clients indicated that they were engaged in their treatment and 95% reported a positive therapeutic alliance with their counselor. Additionally, over 89% felt supported by their peers and 87% were satisfied with their treatment.

- **Internal Evaluation Protocol-** In 2009 Gateway Foundation introduced the use of the Texas Christian University's **Internal Evaluation Protocol (IEP)**. For the first time in Missouri corrections based treatment services, the process of assessment, followed by regular re-assessment and the associated modification of treatment planning was applied through an objective and evidence informed process. Utilizing the IEP process, Gateway has been able to provide informed and responsive services individualized to each clients' needs, thus maximizing the effectiveness of services.
- **Quality Assurance and Quality Improvement-** Building upon the successes of individualized and informed care, Gateway developed a process of internal review through evaluation of TCU survey results at a macro-application level. This review provided informed and objective answers to the vital question, "*Are we accomplishing what we seek to accomplish?*" The use of client generated data to inform quality of program services, and program modification strategies began to be used at a level previously unrealized in corrections based treatment services. Through evaluation and analysis of qualitative data (quality assurance team reviews, client exit survey narrative responses, review of grievances, review of operational observations, etc.) and the newly available quantitative data (provided by the IEP process), Gateway has been able to identify objectively and with clarity areas of content that require additional emphasis and areas where current emphasis is adequate to meet the needs of the population. This has created a highly efficient and cost effective method for determining program content, as well as informing staff assignments and determinations of staff training needs. Perhaps the greatest impact of the IEP has been to empower program and Department managers with the knowledge of changing client dynamics over time.

The use of the IEP opened new doors in program development and quality improvement in that populations can now be evaluated more objectively and new intervention strategies can be developed and tested for efficacy. The IEP also led to an increased interest in quality assurance through qualitative data measures, such as focus groups and other internal evaluation strategies. In collaboration with the MDOC, Gateway has created an environment conducive to scientific review of all aspects of treatment services, delivery, and outcomes.

GATEWAY FOUNDATION, INC. HISTORY

As a large, national not-for-profit corporation, Gateway Foundation has a wealth of management and administrative resources we are able to commit to this project. The organization has extensive experience in the administration of contracts, grants, and awards for substance abuse program services within correctional settings, including state and county correctional institutions, community or transitional correctional facilities, and secured criminal justice facilities operated 24-hours per day, 7-days per week. Gateway has never had a contract terminated because of program or administrative deficiencies or the lack of administrative controls.

Established in 1968, Gateway Foundation, Inc. has grown to become one of the largest independent, not-for-profit providers of community, in-custody substance use disorder treatment, and case management across the nation. Gateway began its history of service with the opening of Criegee Ellis House in Chicago in 1968. With a base of community and government support, a series of new residential treatment programs was implemented in Illinois during the 1970s.

Gateway's treatment sites are located in six states, including Illinois, Texas, Delaware, Missouri, New Jersey, and Wyoming. Programs are provided in community, correctional, residential, and outpatient settings, serving diverse populations, including adolescents and adults with substance-use and co-occurring mental-health disorders.

Gateway is actively engaged in the following types of business:

- Residential substance-abuse treatment programs in correctional facilities;
- Outpatient substance-abuse treatment for justice involved participants;
- Community-based adult/adolescent/child outpatient mental-health treatment and adult residential rehabilitation for substance abuse and co-occurring mental-health disorders;
- Transitional treatment programming for correctional participants;
- Community-based substance-abuse treatment, including residential rehabilitation, intensive outpatient treatment, case management, and drug-court programs.

The organization's programs are divided into the following two major Divisions, each headed by a Division President:

- **Corrections Division:** Consists of 29 treatment programs in four states (Texas, Missouri, New Jersey, and Wyoming) including community-based outpatient programs for offenders in Missouri.
- **Community Services Division:** Consists of 14 residential rehabilitation sites and four outpatient programs in two states (Illinois, Delaware) that serve adolescents and/or adults.

In addition to providing treatment services to incarcerated individuals, recently released individuals, and those on probation or parole, Gateway assists detainees and reentrants in gaining access to a full spectrum of services upon their release. Most individuals require continuing

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treatment, linkages with self-help groups and social-service agencies, or assistance in finding appropriate housing. To guarantee coverage of clients' needs, Gateway maintains links with other providers in the community to ensure that participants can find appropriate services in whatever areas they are returning. Our treatment programs emphasize the development of life skills that enhance individuals' abilities to maintain sober, crime-free lives, and all clients leave our treatment programs with post-release recommendations and referrals. Firm linkages are established to ensure the client has certainty around his or her reentry plan.

The individualized treatment programs delivered by Gateway's highly qualified clinicians are evidence-based and continue to evolve with the rapid increase in scientific addiction research. Services are gender responsive and trauma informed. The quality of care we provide has earned us numerous awards as well as accreditation from The Joint Commission, the leading accrediting body for healthcare organizations.

Currently, there are over 10,000 men and women in Gateway in-prison and jail-based treatment programs. In FY 2016, Gateway's Corrections Division treated over 20,000 persons.

Gateway's successful history over the past 23 years in Missouri providing substance use disorder treatment, case management, MAT, and assessment services to justice-involved individuals in both secure and non-secure settings demonstrates that Gateway is the provider of choice to continue its partnership with the Missouri Department of Corrections and deliver the pre and post-release reentry services requested by this solicitation.

CORRECTIONAL EXPERIENCE AND GROWTH

Linkages between Gateway and the criminal justice system in Illinois resulted in the development of the **first in-jail treatment program for male and female detainees at the Cook County Jail, the largest single site county jail in the country at that time.** In 1980, the Cook County Department of Corrections began a pilot program to identify and house drug dependent male offenders as they entered the Jail. Based on the success of the men's program, Gateway began providing services in the Women's Division of the Jail in 1986. **Gateway established additional treatment programs within the Illinois Department of Corrections for women at Dwight, Logan, and Kankakee Correctional Centers in 1988, and for men at Graham, Sheridan, Lincoln, Taylorville, and Jacksonville Correctional Centers.** The Sheridan Correctional Center was re-opened in 2004 as a National Model Correctional Therapeutic Community, and Gateway operated the fully-dedicated 1,100 bed facility from 2004 through 2006. Recidivism studies by Loyola University and the Illinois Criminal Justice Information Authority (ICJIA) throughout that period demonstrated outstanding success in reducing recidivism for those served.

From May 2009 to February 2014, when the programs were consolidated under a new vendor, Gateway provided treatment services for the Pre-Release Center, a 450-bed male residential program for **pre-trial, court-ordered, or sentenced offenders and for the Day Reporting Center, an intensive supervision program** for 200 pre-trial men located within the Department of Community Supervision and Intervention of the Cook County Sheriff's Office in Chicago, IL.

NATIONAL EXPANSION OF CORRECTIONS PROGRAMS

While our service delivery system grew in Illinois, it was also growing across the nation. Gateway's corrections-based treatment expansion included programs in Arizona, Missouri, Indiana, Virginia, New Jersey, and Texas. The Arizona, Indiana, and Virginia projects were defunded due to political and budgetary considerations, but Gateway continues its service in Missouri, New Jersey, and Texas and added programming in Wyoming in 2015.

MISSOURI

Gateway has provided in-prison treatment services in **Missouri** since 1997. We currently provide modified TC services to three in-custody treatment programs for males, two in-custody treatment programs for women, including those with co-occurring disorders, and one special needs program for males with physical disabilities and co-occurring disorders. Gateway also provided diagnostic assessment services and currently, a partial day treatment program through this contract. In total, Gateway operates over 2,000 treatment beds per year for Missouri offenders and is privileged to operate all of Missouri's contracted in-prison substance abuse treatment programs.

Gateway also provides post-release services in two programs in Missouri. Since 1994, we have operated our St. Louis Outpatient Program serving over 1000 male and female offenders. Clients in this program are provided with both basic and intensive levels of outpatient treatment. In 2015, we opened our Kansas City Outpatient Program. This program provides case management and employment readiness to over 200 male and female offenders.

NEW JERSEY

In **New Jersey**, Gateway is the sole provider of in-prison substance use disorder treatment services for the New Jersey Department of Corrections. While there were nine programs housed in institutions across the state, Gateway was recently awarded a renewal contract with the New Jersey Department of Corrections (NJDOC) which adopted a new treatment model. Under the new contract, which was implemented in May 2017, Gateway provides assessments at the Central Reception and Assignment Facility; licensed treatment according to level of care designation for men and women at two distinct institutions; and a Psychoeducational program for general population inmates and for the Restrictive Housing Units throughout the NJDOC system.

TEXAS

In 1992, Gateway began providing treatment in **Texas** under the Texas Criminal Justice Initiative, opening its first Substance Abuse Felony Punishment Facility (SAFPF). Gateway opened its first SAFPf at the Jester I unit in Richmond, Texas on October 1, 1992, with 323 treatment beds and subsequently opened the Central Trustee Camp, also in Richmond (Sugar Land) on January 1, 1993 with 200 beds, and the Ramsey II Trustee Camp at Rosharon on February 1, 1993, also with 200 beds. In May 1993, an additional unit was opened at Marlin, Texas. Since the initial opening of the Jester I program, Gateway had the opportunity to expand services by adding the following additional units: Ellen Halbert, 5/93; Estelle, 1/94; Walker

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Sayle, 8/94; Hackberry (Crain), 1/96; Havins, 1/99; Ney 1/99; Kyle, Glossbrenner, and Henley 9/12; and finally, Kegans State Jail in 1/17. In FY16, Gateway provided services to over 11,000 individuals under these contracts with Texas Department of Criminal Justice.

Gateway also operates and provides treatment services for the Harris County (Houston) Community Supervision and Corrections Department and the Dallas County Community Supervision and Corrections Department. In May 2016, Gateway assumed operation of two secure facilities in Houston, Texas for the Harris County Community Supervision and Corrections Department. **Gateway provides supervision/custody, treatment, and case-management services to almost 600 male and female clients.** As of January 1, 2017, Gateway was awarded a similar contract to provide operational and treatment services for a 240-bed Intensive Residential and Supportive Treatment Program and a 60-bed Dual Diagnosis Program for the Dallas County Community Supervision and Corrections Department.

WYOMING

In 2015, Gateway was awarded a contract to deliver the following substance use disorder treatment services for the **Wyoming** Department of Corrections: a 72-bed residential program for men at the Wyoming Medium Correctional Institution in Torrington; a 72-bed residential program for men at the Wyoming Honor Farm in Riverton; a 54-bed gender-specific residential treatment program for women at the Wyoming Women's Center in Lusk; evidence-based assessment and treatment services and cognitive behavioral intervention for 56 male offenders at the Wyoming Boot Camp in Newcastle; and Outpatient/Intensive Outpatient Programs treatment services to inmates at the Wyoming State Penitentiary, the Wyoming Medium Correctional Institution, the Wyoming Honor Farm, the Wyoming Honor Conservation Camp, and the Wyoming Women's Center. Due to state budget cuts, two programs had to close in the summer of 2016; programming remains at Wyoming Medium Correctional Institution, Wyoming Women's Center, and Wyoming Honor Conservation Camp.

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b. Describe the nature of the vendor's business, type of services performed, etc. Identify the vendor's website address, if any.

Gateway is a full-service substance use disorder treatment agency providing an array of services to in-custody and community-based individuals. In addition to substance use disorder and co-occurring treatment, Gateway offers assessment and case management, MAT, education and vocational assistance, and recovery support services. Gateway believes that substance use disorders are a disease of the whole person and therefore takes a holistic approach to treatment. In addition to substance use education and relapse prevention, treatment includes Cognitive Behavioral Therapy, parenting, anger management, mental health, trauma, life skills, etc. With the addition of Harris County and Dallas County Community Supervision and Corrections Department contracts, Gateway also provides residential monitoring of in-custody clients.

As described above, Gateway began its history of service with the opening of Crier Ellis House in Chicago in 1968. With a base of community and government support, a series of new residential treatment programs was implemented in Illinois during the 1970s. Today, Gateway programs treat an average of 10,000 people per day in 43 locations across the country.

Gateway's treatment sites are located in six states, including Illinois, Texas, Delaware, Missouri, New Jersey, and Wyoming, serving over 30,000 individuals in fiscal year 2016. Programs are provided in community, correctional, residential, and outpatient settings, serving diverse populations, including adolescents and adults with substance-use and co-occurring mental-health disorders.

As a not-for-profit corporation, Gateway is actively engaged in the following types of business:

- Residential substance use disorder treatment programs in correctional facilities;
- Outpatient substance use disorder treatment for justice involved participants;
- Community-based adult/adolescent/child outpatient mental-health treatment and adult residential rehabilitation for substance use and co-occurring mental-health disorders;
- Transitional treatment programming for correctional participants;
- Community-based substance use treatment, including residential rehabilitation, intensive outpatient treatment, and drug court programs.

Gateway's organizational website address is www.recovergateway.org. The Corrections Division website address is www.gatewaycorrections.org.

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- c. Provide a list and a short summary of information regarding the vendor's current contracts/clients, particularly contracts providing reentry services and contracts with other State of Missouri governmental entities, other States for the provision of reentry services.**

Contract/Client	Dates	Brief Description
Missouri Programs		
Missouri Department of Corrections-Chillicothe Correctional Center	07/12 to Present	In-Prison SUD TC Treatment for up to 256 females
Missouri Department of Corrections-Women's Eastern Reception, Diagnostic Correctional Center	07/98 to Present	In-Prison SUD TC Treatment; In-Prison SUD TC Treatment for Special Needs Population for up to 240 females
Missouri Department of Corrections-Northeastern Correctional Center	07/08 to Present	In-Prison SUD TC Residential Treatment; In-Prison SUD TC Treatment for Special Needs Population for up to 62 males
Missouri Department of Corrections-Maryville Treatment Center	12/07 to Present	In-Prison SUD TC Residential Treatment for up to 525 Male (300 Contract)
Missouri Department of Corrections-Ozark Correctional Center	07/08 to Present	In-Prison SUD TC Residential Treatment for up to 650 males
Missouri Department of Corrections-Western Reception, Diagnostic & Correctional Center	07/10 to Present	In-Prison Assessment Services; Partial Day Treatment; SUD Residential Treatment for up to 650 males
St. Louis Outpatient Program	3/94 to Present	Basic & Intensive Levels of Outpatient Treatment for over 1000 male and female offenders
Kansas City Outpatient Program	10/15 to Present	Case Management; Employment Readiness for over 200 male and female offenders
Missouri Department of Mental Health Free and Clean	2007-Present	Outpatient Substance Abuse Treatment Services for 290 clients per year
Missouri Department of Mental Health Medication Assisted Treatment (MAT)	2013-Present	Intensive Pre-Release and Re-Entry Case Management Services and MAT for 395 clients per year
Missouri Department of Mental Health Case Management for Offenders with Co-Occurring Disorders	2013-Present	Group Education on Substance Abuse and Other Topics Relating to Case Management and Supportive Housing Assistance for 60 clients per year
Missouri Department of Mental Health Partnership for Community Restoration	2008-Present	Outpatient Substance Abuse Services to Offenders Under Community Supervision for 200 clients per year
Federal Bureau of Prisons: St. Louis, MO	2010-Present	Outpatient Substance Abuse Treatment of Federal Offenders for 152 clients per year
Texas Programs		
Texas Department of Criminal Justice-Estelle State Correctional Institution SAFPF	01/94 to Present	In-custody SUD Residential Therapeutic Community Treatment and Special Needs services for up to 212 males
Texas Department of Criminal Justice-Hackberry State Correctional Institution SAFPF	09/96 to Present	In-custody SUD Residential Therapeutic Community Treatment and Special Needs services for up to 288 females
Texas Department of Criminal Justice-Jester I State Correctional	10/92 to Present	In-custody SUD Residential Therapeutic Community Treatment and Special Needs

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Institution SAFPF		services for up to 323 males
Texas Department of Criminal Justice-Glossbrenner State Correctional Institution SAFPF/ISF	09/12 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 612 males
Texas Department of Criminal Justice-Halbert State Correctional Institution SAFPF	09/12 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 612 females
Texas Department of Criminal Justice-Sayle State Correctional Institution SAFPF	09/12 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 632 males
Texas Department of Criminal Justice-Henley State Correctional Institution SAFPF/IPTC	09/12 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 576 females
Texas Department of Criminal Justice-Havins IPTC	10/07 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 576 males
Texas Department of Criminal Justice-Joe Ney IPTC	10/07 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 576 males
Texas Department of Criminal Justice-Kyle IPTC	09/12 to Present	In-custody SUD Residential Therapeutic Community Treatment services for up to 520 males
Texas Department of Criminal Justice-Joe Kegans State Jail SACP	01/17 to present (Program began in 04/06 and was reassigned to Kegans State Jail in 1/17)	In-custody SUD Residential Therapeutic Community Treatment services for up to 450 males
Texas Department of Criminal Justice (TDCJ)-Harris County Residential Treatment Program – Atascocita	05/16 to present	In-custody Community Treatment and Cognitive Behavioral Interventions (SUD/CBT) for up to 95 Females
Texas Department of Criminal Justice-Harris County Residential Treatment Program – Atascocita	05/16 to present	In-custody Community Treatment and Cognitive Behavioral Interventions (SUD/CBT) for up to 192 males
Texas Department of Criminal Justice-Harris County Residential Treatment Program – Peden	05/16 to present	In-custody Community Treatment and Cognitive Behavioral Interventions (SUD/CBT) for up to 283 males
Texas Department of Criminal Justice-Dallas County Residential Treatment Facility- Supportive Treatment Program	01/17 to present	In-custody Community Treatment and Cognitive Behavioral Interventions (SUD/CBT) for up to 240 males and females
Texas Department of Criminal Justice-Dallas County Residential Treatment Facility- Dual Diagnosis Program	01/17 to present	In-custody Community Treatment and Cognitive Behavioral Interventions (SUD/CBT) for up to 60 males and females
New Jersey Programs		
New Jersey Department of Corrections-Edna Mahan Correctional Facility for Females	10/02 to Present	In-Prison SUD Treatment (Residential, IOP, and OP) for up to 65 females
New Jersey Department of Corrections-Mid-State Correctional Facility	10/02 to Present	In-Prison SUD Treatment (Residential, IOP, and OP) for up to 696 males
New Jersey Department of	05/17 to Present	In-Custody Assessment and SUD Treatment

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Corrections-Central Reception and Assignment Facility		(Residential, IOP, and OP) of approximately 3900 per year
All Institutions Statewide	01/14 to present	In-Custody Alternative Services: LIB and/12-Step Education and Coordination of AA/NA/GA Support Groups (capacity varies)
Multiple Institutions: EMCFW; NSP; ADTC; NJSP; WYCF; & SWSP	01/16 to present	In-Custody Alternative Services: Restrictive Housing Program (capacity varies)
Wyoming Programs		
Wyoming Department of Corrections-Wyoming Medium Correctional Institution (WMCI)	07/15 to present	In-Custody SUD Residential TC Treatment for up to 72 males
Wyoming Department of Corrections-Wyoming Women's Center (WWC)	07/15 to present	SUD Residential TC Treatment for up to 32 males
Wyoming Department of Corrections-Wyoming Honor Conservation Camp	07/15 to present	SUD TC Residential Treatment/Boot Camp for up to 56 males

- d. Provide a list of and a short summary of information regarding the vendor's experience/involvement with community service providers. Describe relationships with community service providers.

Gateway Foundation has an extensive history in establishing collaborative relationships with community service providers. In 2015, Gateway's contract to provide RR-MAT services was expanded to add pre-release services at additional correctional facilities and post-release services to client/offenders releasing to the Kansas City area. As a result of expansion we have formed both formal and informal collaborations with community partners in both the St. Louis and Kansas City areas. Gateway staff have identified local service providers in these areas who have agreed to accept Gateway client referrals for services as well as more formal relationships through Memoranda of Understanding (MOUs) with local area treatment providers. The providers with which we have existing MOUs are:

- Assisted Recovery Centers of America (ARCA)- St. Louis and statewide via telehealth
 - Provides social setting detoxification services, physician and nursing services, medication assisted treatment options for clients, and telehealth services
- Heartland Center for Behavioral Change (HCBC)- Kansas City and Southwest Region
 - Provides medically monitored inpatient detoxification services, outpatient substance use disorders treatment, SATOP services, MAT services, and Community re-entry services
- Re-Discover – Jackson County
 - Provides crisis intervention, adult and family services, home and school based services, comprehensive psychiatric rehabilitation, partial hospital, transitional living for young adults, and Opioid treatment program
- New Beginnings- St. Louis City
 - Provides outpatient substance use disorder treatment

Through these formal relationships, Gateway staff participate in clinical staffing at the partner agencies, coordinate services with the providers, assist with transportation to various appointments, and assist in re-engagement efforts when clients have dis-engaged from treatment. Gateway Employment Readiness Specialists provide employment preparedness services for each of the provider agencies as requested. Through our relationship with ARCA, we are able to provide telehealth services for consumers in the Kansas City area with Co-Occurring mental health and substance use disorders and have been able to provide medication assistance for those clients unable to afford medications. Gateway coordinates medical services for clients receiving MAT and provides pre-purchased Vivitrol to our partnering agencies.

We have developed informal partnerships with other service providers to address housing, food, clothing, furniture needs, medical services, employment, mentoring and family reunification, crisis intervention, legal assistance and energy assistance. We are dedicated to

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serving our client population and ensuring that we link them to the community services they need if we cannot provide them to them directly.

- e. Describe the structure of the organization including any board of directors, partners, top departmental management, corporate organization, corporate trade affiliations, any parent/subsidiary affiliations with other firms, etc.

To ensure that the Department receives the highest quality services, Gateway will provide excellent guidance and support of the program at all levels: from its Board of Directors, Executive Management Team, the Corrections Management Team personnel, and the program-level personnel. The following sections describe current Gateway personnel who will deliver these quality services.

GATEWAY BOARD OF DIRECTORS

Mr. Michael Anthony
Elected 6/15

Mr. Sidney Bradley
Elected 6/09
Mr. Richard L. Eichholz, PhD
Elected 9/12

Mr. Warren Harrington
Elected 12/01
Mr. Glenn Baer Huebner
Elected 9/96

Mr. David Johnson
Elected 9/12

Ms. Patricia Jones
Elected 3/16

Ms. Arla Lach
Elected 6/15

Ms. Mary Cesare-Murphy, Ph.D.
Elected: 12/15

Ms. France Pitera
Elected: 12/15

Mr. David Onion, CEO
Elected 9/12

Mr. Amalesh Sanku
Elected 6/11

Ms. Elizabeth Ogilvie Simer
Elected 6/95

Mr. Andy Smith
Elected 12/01

OFFICERS:

Chair: Warren Harrington
Treasurer: Patricia Jones
Secretary: France Pitera
Staff: Thomas Britton

GOVERNANCE & NOMINATING COMMITTEE

David Onion, Chair
Michael Anthony, Member
Richard Eichholz, Member
David Johnson, Member

Glenn Huebner, Member
Staff: Thomas Britton, President & CEO

AUDIT COMMITTEE

Arla Lach, Chair
Sidney Bradley, Member
Patricia Jones, Member
France Pitera, Member
Staff: Tomas Del Rio, CFO

COMPENSATION COMMITTEE

Andrew Smith, Chair
Mary Cesare-Murphy, Member
Amalesh Sanku, Member
Elizabeth Ogilvie Simer, Member
Staff: Patricia Aitken, VP Human Resources

STRATEGIC PLANNING COMMITTEE

David Johnson, Chair
David Onion, Member *
Glenn Huebner, Member *
Amalesh Sanku, Member
Warren Harrington, Member *
Michael Anthony, Member *
* also serves on Centerstone Sub-Committee

EXECUTIVE MANAGEMENT STAFF

Thomas Britton, President & CEO
Tomas Del Rio, CFO
Susan Cambria, Division President, Community Division
Gregg Dockins, Division President, Corrections Division
OPEN, VP, Business Development
Dan Molitor, VP, Information Systems
Patricia Aitken, VP, Human Resources

GENDER & RACIAL BREAKDOWN

Total seats.....20
Seats filled.....14
Male.....9
Female.....5
White.....11
African American.....2
Indian American.....1

EXECUTIVE MANAGEMENT TEAM

The Executive Management Team and Corrections Management Team personnel who will support the operation of Pre and Post-Release Reentry Services include the following highly qualified professionals whose experience and credentials are summarized below.

DR. THOMAS P. BRITTON

Dr. Thomas P. Britton, President and CEO, began his career in behavioral health as a counselor where he developed a passion for effectively treating individuals with co-occurring substance use and mental health disorders. For more than twenty years, Dr. Britton has been dedicated to helping others through various roles as a therapist, crisis worker, educator, Clinical Supervisor, Executive Director and most recently President for a division of Acadia Health Care.

Dr. Britton believes strongly in the power of recovery, so much that in 2006, he founded a North Carolina organization that advocates for treatment for those without resources. His devotion to the field and a commitment to learning led him to earn a Master's Degree in both Addiction and Marriage and Family Therapy from Appalachian State University in Boone, NC. Understanding the importance of strong leadership skills, Dr. Britton went on to earn a Doctorate in Public Health, Executive Management from Gillings School of Global Health at University of North Carolina, Chapel Hill, NC.

Dr. Britton has aligned his personal mission to help others with his life's work. From his early days as a clinician, to his present leadership role, his focus remains on helping individuals and their families get their lives back on track.

Dr. Britton earned his Bachelor of Arts degree in Psychology and Sociology from the University of Connecticut in Storrs, CT.

GREGG DOCKINS

Gregg Dockins, Division President-Corrections, oversees Gateway's correctional treatment services, with programs currently located in Missouri, New Jersey, Texas and Wyoming. In this role since 2013, he ensures quality of care to clients; coordinates staff recruitment and development initiatives; maintains program licensing and accreditation standards; provides financial management; and, develops and implements growth strategies for new business opportunities.

He joined Gateway in April, 2000 as the Program Director of Gateway's community-based residential and outpatient facility in Dallas, Texas. In 2005, he moved to Illinois to direct the 950-bed Sheridan Correctional Center Therapeutic Community (Illinois Department of Corrections). In October, 2006, he became Director of Corrections Initiatives, responsible for the growth and expansion of correctional treatment services.

Mr. Dockins has a bachelor's degree in Psychology from Wayland Baptist University and completed graduate coursework in Sociology at the University of Texas-Arlington. He is a Certified Criminal Justice Addictions Professional (CCJP) in Illinois and Texas and has been a licensed substance abuse counselor (Texas: LCDC) since 1991.

He's co-authored manuals on chemical dependency counselor training, contributed to college textbooks and was a principal author of the Sheridan Correctional Center Integrated Standard Operating Procedure Manual for the Illinois Department of Corrections.

SUSAN CAMBRIA

Susan Cambria, Division President-Community Services, joined Gateway in 2016 with more than 25 years of experience in leading behavioral healthcare programs. Her role at Gateway is to maintain and improve Gateway's legacy combining compassionate mission-based services with cutting edge practices.

Most recently, Ms. Cambria was the Start-Up CEO for the northeastern-based Recovery Centers of America, a startup substance use disorder treatment company, where she directed the development and execution of all systems and processes to launch the company. She's also held leadership and consulting roles at various substance use disorder treatment and healthcare-related organizations.

Ms. Cambria earned her MS in Family and Child Development/Counseling from Kansas State University. She received a BS in Psychology from Fairfield University in Fairfield, CT.

THOMAS DEL RIO

Tomas Del Rio, Chief Financial Officer (CFO), has more than 25 years of financial leadership experience in both for-profit and not-for profit healthcare settings. Most recently, he was the Chief Financial Officer for Acacia Network, a New York-based non-profit organization that provides healthcare, housing, and other support services for the Latino population.

DAN MOLITOR

Dan Molitor, Vice President-Information Services, is responsible for strategy and operations of organization-wide data, voice and project management information systems and support. He has more than 19 years of progressive information systems-related experience.

He plans, directs, manages systems and personnel; develops, updates and secures approval of the IS Strategic plan, capital and operational budgets, IS policies and procedures; and he participates in administrative operations, including acquisitions and mergers. He is also a member of the executive management team, responsible for welfare of the agency and its interests.

Prior to joining Gateway, Mr. Molitor worked for a major not-for-profit social service organization based in Illinois. His responsibilities included voice, data, applications and support of 120 locations throughout Illinois and a \$4 million information systems budget.

He has been an instructor for both Governors State University and South Suburban College in Illinois. Mr. Molitor received an MBA in Management Information Systems from Governors State University.

DR. ROUEEN RAFEYAN, M.D.

Dr. Roueen Rafeyan M.D., Chief Medical Officer (CMO), brings over 20 years of specialized experience to Gateway, having served as a medical director for psychiatric and substance use programs at leading Illinois healthcare institutions including Rush, Michael Reese, Resurrection and Presence Behavioral Health.

As CMO, Dr. Rafeyan is responsible for continuously advancing Gateway's wide array of services, upholding medical protocols, policies and procedures, as well as working closely with Gateway's team of experienced physicians/clinicians to deliver comprehensive high quality addictions, psychiatric and medical services/treatment as needed for each individual.

In addition to Dr. Rafeyan's extensive medical experience, he is also a diplomate of the American Board of Psychiatry and Neurology as well as the American Society of Addiction Medicine. He is currently on the faculty of Northwestern University and an active member of the American Medical Association, the American Psychiatry Association, the Illinois Psychiatric Society and the Illinois State Medical Society.

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PATRICIA SANCHEZ-AIKEN

Patricia Sanchez-Aitken, Vice President-Human Resources, has more than 15 years of senior leadership experience in the human resources functions of both for-profit and non-profit organizations. Most recently, she was the Vice President of Human Resources for Goodwill Industries of Southeastern Wisconsin and Metro Chicago, a non-profit provider of manufacturing and social services.

CORRECTIONS MANAGEMENT PERSONNEL

STEPHEN DOHERTY

Stephen Doherty, Regional Director/Missouri Operations, manages clinical services and administrative operations for treatment programs contracted with state and federal criminal justice and mental health department contracts in the community and seven in-prison treatment and assessment programs, including Maryville Treatment Center.

Mr. Doherty has worked in the field of substance abuse and mental health treatment for over 24 years in both the private and public funding sectors. Mr. Doherty joined Gateway Foundation in 2002 as the Program Director for St. Louis Free and Clean Outpatient Program. He was selected as Missouri's Regional Director in 2014.

Prior to joining Gateway Foundation Inc., Mr. Doherty worked for twelve years with Provident Counseling Inc., as Assistant Director of Clinical Services and Director of Addictions Treatment, overseeing programs serving substance abuse, compulsive gambling, mental health and domestic violence clients in five St. Louis area treatment sites.

Mr. Doherty has served on the Missouri Department of Mental Health's State Advisory Council and is the past President of the Missouri Substance Abuse Professional Credentialing Board. Mr. Doherty also formerly served as Vice President of the Missouri Association of Alcohol and Drug Abuse Programs (MADAP), and as an advisory member of the Illinois Department of Human Services' Substance Abuse – Domestic Violence Interdisciplinary Task Force. Currently, he is an adjunct faculty member at Missouri Baptist University and Washington University, teaching graduate and undergraduate counseling and substance abuse courses.

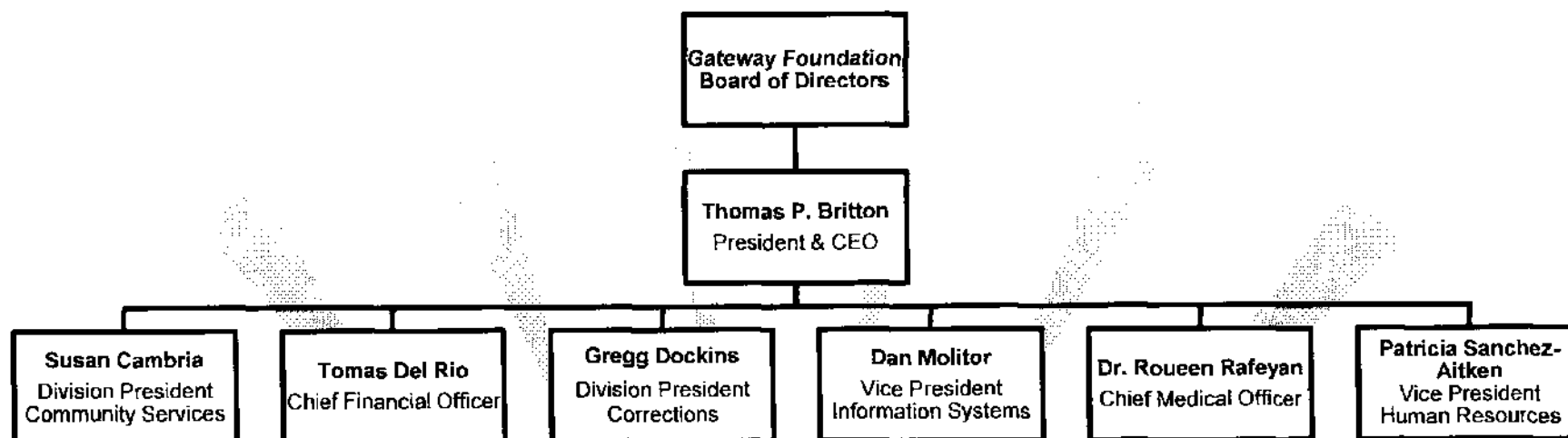
Mr. Doherty holds a Bachelor of Arts degree in Psychology and a Master of Education degree in Counseling from Stephen F. Austin State University in Texas. He is a Licensed Professional Counselor and a Certified Reciprocal Alcohol and Drug Abuse Counselor and Certified Criminal Justice Addictions Professional in Missouri.

On the following pages, please find organizational charts for the Executive Management Team structure as well as the Corrections Management Team. Program and region specific organizational charts are included as part of Exhibit E.

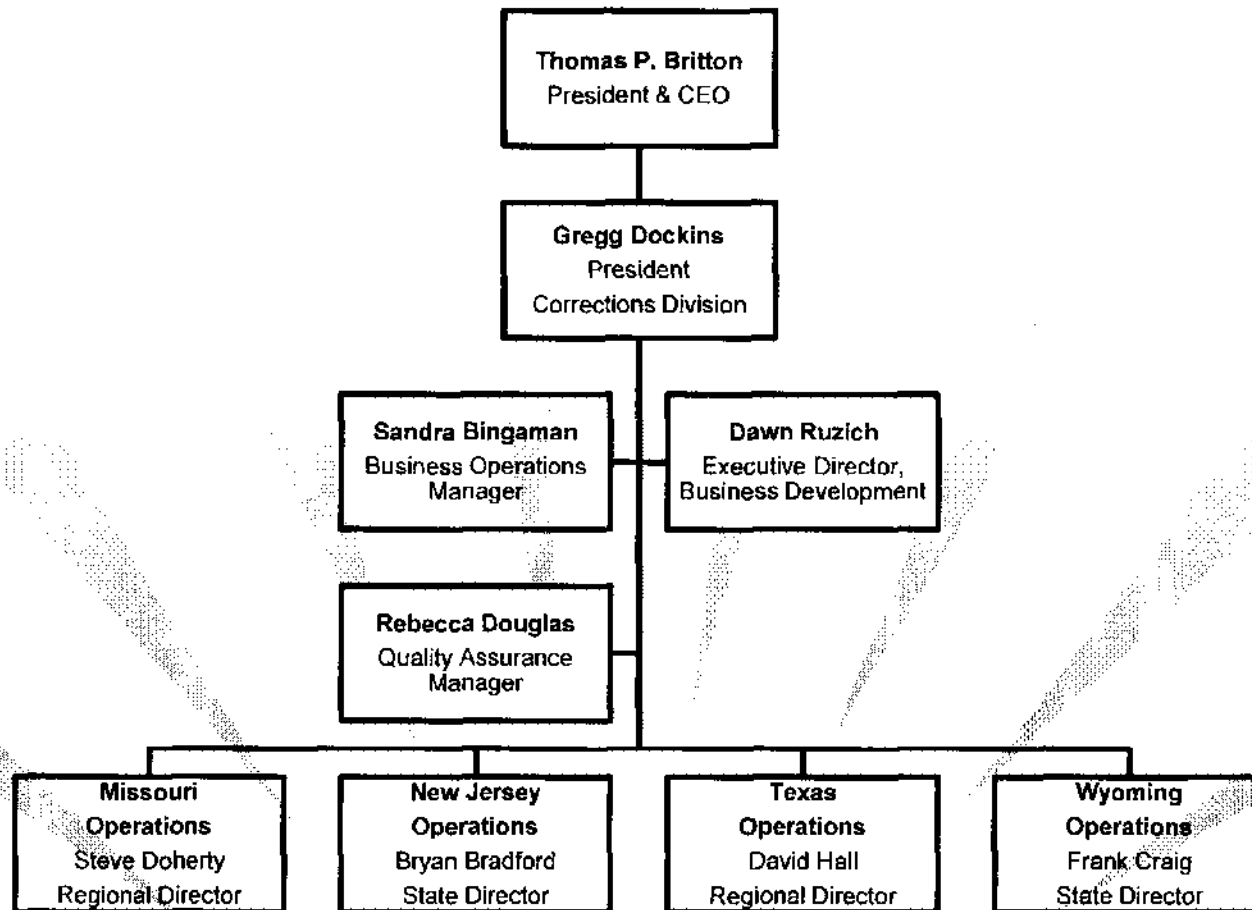


Corrections

Gateway Foundation, Inc. Executive Management Current Organizational Structure



Corrections Division Management Organizational Structure



As an existing presence for treatment programs within Missouri programs, Gateway is already familiar with the Missouri corrections, case management, and treatment landscape. Our management team is highly competent, with years of experience. Gateway assures the Department that it will employ equally well qualified staff in this program.

The breadth and experience that the current staff brings to this contract are evident in Exhibits C and D included later in this proposal. In addition to our Board of Directors and Executive Management Team, Gateway has a strong centralized infrastructure to support program operations as summarized below.

ADMINISTRATIVE SERVICES SUPPORT

Gateway's administrative infrastructure includes the following departments: Human Resources, Finance, Information Systems, Accounting, Financial Planning & Analysis, Program Support, and Corporate Compliance. Brief synopses of the core elements of Gateway's administrative support and management functions are provided below. Each department listed below supports the functions of all Gateway programs.

Human Resources

Gateway's Human Resources Department consists of 16 team members who serve over 1,100 employees under the direction of the Vice President of Human Resources. The department is divided into three areas: Corrections, Community, and Employee Relations.

The HR Corrections team is overseen by a Manager, an HR Associate, and an Employee Service Representative. This team is responsible for benefits and workers compensation administration, unemployment compensation, employment, performance management, and complying with applicable federal, state and local employment laws.

The Employee Relations team is responsible for investigating employee complaints, leave administration, and Equal Employment/Affirmative Action Planning for both the Corrections and Community Divisions. This team is directed by the Employee Relations Officer.

The HR department has served the Corrections Division and the corrections field for many years to ensure that staffing requirements outlined by the state contracts are met. The department also assists with efforts to recruit, train and retain a diverse and competent workforce and providing a positive working environment for all employees.

Finance

Gateway's Finance Department provides fiscal oversight and management. The Finance Department includes several sub-departments that assist with numerous functions related to financial control of the organization.

Receipt and Disbursement of Funds

- Payments are primarily received through a lockbox. Payments are posted according to date of deposit from the bank to the payer's account balance.
- Weekly check run to process vendor invoices/requisitions, etc., based on appropriate approval by various staff, is the basis of disbursed funds.
- Signature authorizations are periodically updated and retained on file for reference.
- Checks are generated weekly based on approved invoices, requisitions, purchase orders, etc. Checks for more than \$5,000 require two signatures. A check register is generated for each check run, is reviewed, and is kept on file.

Purchasing

- Solicitation and bids for services are carried out for purchases of \$5,000 and up—primarily capital equipment or improvements. Requisitions, purchase order preparation, and receiving functions are carried out using an automated accounting system.
- Goods are received, inspected and checked off against packing list and original request or purchase order. The packing list is signed and any discrepancies are noted. Some purchases are carried out through the use of procurement cards. Authorized users and authorized purchases using the procurement cards are administered through the corporate office. Purchasers using the procurement cards are required to account, document and secure approvals for their purchases. Approval authority is assigned to managers and those with budget responsibilities.

Payroll

- The payroll period is bi-weekly and is automated.
- The payroll records include time sheets, payroll register and employee individual earning records, tax returns and wage assignments.
- Payroll Automation includes approval of time sheets, signature on payroll checks and payroll taxes and generation of W-2s.

Internal Controls

Internal controls are in place to safeguard the assets of the organization and for preventing and detecting errors. The controls include, but are not limited to the following:

- Written Fiscal/Financial Practice Policies and Procedures
- The Policies and Procedures are regularly reviewed and revised as necessary
- There is separation of functional responsibilities
- Payments are primarily received through lockbox and wire transfers.
- Formal approval policies are followed
- Both internal and external audits are performed
- Financial reports are reviewed monthly by management
- Bank and receivable reconciliations are performed monthly

Information Systems

Gateway brings significant information technology support to this contract, including twenty one full time IT (*IS – Information Systems*) professionals. The Information Systems Department is responsible for the installation and support of technology infrastructure of the organization, including PCs, printers, networks, computer applications, and telephones.

Gateway IT Professional Staff	
Title	Number of Staff
Vice President, Information Services	1
Network Administrators	3
Clinical System Administrator	1
Business Systems Specialist	1
Information Systems Managers	3
IS Security Officer	1
Cyber Security Engineer	1
Senior Programmer	1
Senior Business Analysts	3
Business Analysts	3
Project Manager	2
Service (Help Desk) Support	4
TOTAL Gateway IS/IT Personnel	24

Because Gateway does not outsource its IT functions, we can ensure timely and responsive service around the clock, including 24/7 IS support. Gateway's IS services fully support a variety of systems for collecting clinical data, contract data, and billing data.

Accounting

The Accounting Department utilizes an Accrual method. The Fiscal year ends June 30. Accounting Records maintained are General Ledger, Subsidiary Ledgers, Bank Statements, Journal Entries, Fixed Asset Records, Financial Statements, and Audit Work Papers, Investment Records, Tax Returns and Cost Reports.

Financial Statements are generated every month by 15th of the following month. The financial statements generated every month include individual cost center Income/Expense reports, consolidated Income/Expense reports for a group of cost centers and Lines of Businesses, Consolidated Income/Expense report for the organization and Consolidated Statement of Financial position and Investment reports. These reports are reviewed by the Program Managers, Area Directors, Accounting & Finance staff, Budget Department staff and Executive Management.

Annual audits are carried out by the auditing firm RSM US Wealth Management LLC. Periodic audits are performed by funding providers.

Financial Planning & Analysis

The Financial Planning & Analysis department receives and reviews annual budgets prepared by the program and department managers. The annual budgets are then presented to the Executive Management for review. Annual Budgets are approved by the Board of Directors in June each year. Budgets are reviewed every month by management with actual results. Adjustments are made if there are changes in the contract amounts or to correct any errors.

Each program or Reporting Unit has a Program Director who is responsible for the preparation and review of the program budgets in consultation with the Regional Director and Gateway's budget department.

Overall program budgets are prepared based on (1) revenue to be earned for projected services to be delivered times rate per unit of service and performance incentive allowed under the contract if any, and (2) expenses to be incurred for staffing and other costs, to deliver the projected units of services.

Program Support

Renewal of contracts, grants, and awards is monitored by Gateway's Program Support department. A thorough review of all contractual requirements is conducted upon contract award. A start-up team, consisting of program and administrative staff, is established, and all administrative items are reviewed/planned and monitored in light of the contractual requirements. Contract-specific reporting systems are developed, and a contract compliance monitoring form is developed for program use. Submission of contract required reports and other key program deliverables are monitored by the appropriate administrative unit.

Corporate Compliance

Gateway Foundation developed and implemented a Corporate Compliance Program in 1999. The program is an ongoing, comprehensive strategy to ensure that our organization consistently complies with applicable laws and regulations relating to our business activities. The program consists of seven elements:

- Written policies and procedures/code of conduct which are provided to all staff as part of on-site orientation to the program.
- Appointment of a compliance officer with reporting responsibilities to the CFO, CEO and the Board of Directors.
- Effective training and communication among staff, with original trainings centered on the compliance program, and contract certifications. Additional training modules will involve program billing, confidentiality, and clinical record keeping.
- Employee reporting mechanism via a dedicated hot line (800-457-2598) for any employee to call with complaints of fraud, abuse, or other compliance issues. The caller may remain anonymous.
- Response and correction policies that allow prompt responses to calls, investigation of complaints, and development of a corrective action plan.
- Discipline and enforcement protocols that entail appropriate disciplinary measures, up to

Gateway Foundation, Inc., dba GFI Services, Inc.

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and including termination, that may be included in corrective action plans.

- Auditing and monitoring by the Corporate Compliance Officer, in conjunction with the Gateway internal auditor, who conduct ongoing audits of the highest risk areas.

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EXHIBIT B

Gateway Foundation, Inc., dba GFI Services, Inc.

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EXHIBIT B

CURRENT/PRIOR EXPERIENCE

The vendor should copy and complete this form documenting the vendor and any subcontractor's current/prior experience considered relevant to the services required herein. In addition, the vendor is advised that if the contact person listed for verification of services is unable to be reached during the evaluation, the listed experience may not be considered.

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Missouri Department of Corrections, Northeast Correctional Center
Address of Reference Company/Client:	13698 County Road 46 Bowling Green, MO 63334
Reference Contact Person Name, Phone Number, and Email Address:	Chantay Godert, Warden (573) 324-9975 x3001 Chantay.Godert@doc.mo.gov
Title/Name of Service/Contract	Assessment and Substance Abuse Treatment Services Program for Department of Corrections: Chillicothe Correctional Center, Northeast Correctional Center, and Women's Eastern Reception & Diagnostic Correctional Center
Dates of Service/Contract:	7/1/08 - Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ NECC includes a male special needs program that currently consists of sixty-two (62) beds. In FY17, Gateway served a total of 167 clients. ✓ The total value of this contract for FY16 is \$2,392,495.
Size of Service/Contract (in terms of vendor's total amount of business)	NECC is part of a contract that consists of three institutional programs (WERDCC, CCC, and NECC). This contract makes up 5.4% of Gateway Foundation's Corrections Division and about 27% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Populations Served:</u> Gateway provides a specialized program for offenders with mobility restrictions who have been court ordered and board referred for substance use disorder treatment. The facility includes a male special needs program that currently consists of sixty-two (62) beds. ✓ <u>Type of Reentry Services:</u> Gateway provides clients with education regarding the issues that they are likely to face upon reentry including challenges in obtaining employment, accessing healthcare, including behavioral healthcare, and family reintegration issues. Gateway provides a 12 week psychoeducational group to all of the clients who participate in our contracted institutional substance use and co-occurring (mental health and substance use) disorder treatment programs. This 12 week

	<p>psychoeducational group incorporates the use of interactive journaling, which Gateway co-developed with The Change Companies, and addresses offender reentry issues as described above. A large focus of this psychoeducational group is preparing the clients for challenges that they will face from their previous lifestyle that may interfere with their successful reentry and avoidance of criminal behavior. This intervention is built around a cognitive restructuring model that addresses thinking patterns that must be interrupted to avoid the return to substance use and other criminal behavior. Clients also attend "Transition Group" which covers the following topics: MAT, education and employment, aftercare, mental health, obtaining a driver's license and other forms of identification, and SATOP. A Re-Entry Needs Assessment-Service Plan is conducted to determine aftercare referrals and a comprehensive discharge and relapse prevention plan is created in conjunction with clients. Clients also participate in individual case management sessions.</p> <p>✓ <u>Geographic Area Served:</u> This NECC program is designed for individuals with special needs and serves clients from the entire state.</p> <p>✓ <u>Specific Duties:</u></p> <ul style="list-style-type: none"> • Assessments • Group Counseling • Individual Counseling • Documentation • Treatment Planning • Didactic education groups • Case management • Multi-disciplinary team meetings/case staffings • Completion of discharge and relapse prevention plans <p>✓ <u>Strategic Objectives:</u> The overarching goal of all services to be provided by Gateway is to affect a reduction in an offender's potential for relapse and recidivism through a broad spectrum of programming that includes comprehensive assessment of offenders' risks and needs; identification of services to meet those needs; interactive group processes; individual counseling; recovery knowledge and skill development; and relapse prevention interventions.</p>
<p>Personnel Assigned to Service/Contract (include position title):</p>	<p>Gateway currently employs 5 staff at NECC. Please see the following page for personnel assigned to this program.</p>

PERSONNEL CONTROL LISTING



Contractor

Name: Gateway Foundation

Location: NECC

Date: 6/2/2017

STAFF NAME	POSITION	Hrs per Wk	Certification/ License Number	Expiration Date	DMH/ QSAP Yes/No	Degree/ Field of Study	Date Employed
NECC							
Mary Vest	Clinical	40	3323/6449	4/30/2017	yes	BA/Psychology/RSAP/MARS	7/26/2012
Michelle Raine	Counselor II	40	4771	10/31/2017	yes	CADC	4/4/2011
Daniel Dunham	Counselor II	40	4006	4/30/2018	yes	MS/Counseling &HR Department/CCJP	2/27/2017
Angela Moro	Counselor II	40	6872	10/31/2017	yes	BA/Psycology/CRADC	4/10/2014
Robert Ryan	Counselor I	40	9664	11/21/2017	no	MS/Kinesiology/MAADCI	10/24/2016

Gateway Foundation, Inc., dba GFI Services, Inc.
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Exhibit B Continued

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Missouri Department of Corrections, Western Reception Diagnostic & Correctional Center
Address of Reference Company/Client:	3401 Faraon Street St. Joseph, MO 64506
Reference Contact Person Name, Phone Number, and Email Address:	Ryan Crews, Warden 816-387-2715 Ryan.Crews@doc.mo.gov
Title/Name of Service/Contract	Assessment and Substance Abuse Treatment Services for Department of Corrections Western Reception Diagnostic Correctional Center
Dates of Service/Contract:	7/1/10 - Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ In FY17, Gateway served a total of 1,404 clients. ✓ The total value for FY16 for this contract was \$850,000
Size of Service/Contract (in terms of vendor's total amount of business)	This contract makes up 1.9% of Gateway Foundation's Corrections Division and almost 10% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Populations Served:</u> Gateway provides a Residential Therapeutic Community Substance Use Disorder Treatment Program consisting of 275 beds and a Partial Day Treatment Program with 50 beds. ✓ <u>Type of Reentry Services:</u> Gateway provides clients with education regarding the issues that they are likely to face upon reentry including challenges in obtaining employment, accessing healthcare, including behavioral healthcare, and family reintegration issues. Gateway provides a 12 week psychoeducational group to all of the clients who participate in our contracted institutional substance use and co-occurring (mental health and substance use) disorder treatment programs. This 12 week psychoeducational group incorporates the use of interactive journaling, which Gateway co-developed with The Change Companies, and addresses offender reentry issues as described above. A large focus of this psychoeducational group is preparing the clients for challenges that they will face from their previous lifestyle that may interfere with their successful reentry and avoidance of criminal behavior. This intervention is built around a cognitive restructuring model that addresses thinking patterns that must be interrupted to avoid the return to substance use and other criminal behavior. Clients also attend "Transition Group" which covers the following topics: MAT, education and employment, aftercare,

Gateway Foundation, Inc., dba GFI Services, Inc.

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	<p>mental health, obtaining a driver's license and other forms of identification, and SATOP. A Re-Entry Needs Assessment-Service Plan is conducted to determine aftercare referrals and a comprehensive discharge and relapse prevention plan is created in conjunction with clients. Clients also participate in individual case management sessions.</p> <p>✓ <u>Geographic Area Served:</u> Gateway's program at WRDCC serves clients from the entire state.</p> <p>✓ <u>Specific Duties:</u></p> <ul style="list-style-type: none">• Assessments• Group Counseling• Individual Counseling• Documentation• Treatment Planning• Didactic education groups• Case management• Multi-disciplinary team meetings/case staffings• Completion of discharge and relapse prevention plans <p>✓ <u>Strategic Objectives:</u> The overarching goal of all services to be provided by Gateway is to affect a reduction in an offender's potential for relapse and recidivism through a broad spectrum of programming that includes comprehensive assessment of offenders' risks and needs; identification of services to meet those needs; interactive group processes; individual counseling; recovery knowledge and skill development; and relapse prevention interventions.</p>
Personnel Assigned to Service/Contract (include position title):	Gateway currently employs 18 staff and has one vacancy at WRDCC. Please see the following page for personnel assigned to this program.

PERSONNEL CONTROL LISTING

Contractor Name: Gateway Foundation

Location: Western Reception Diagnostic & Correctional Center, St. Joseph, MO

Date: July 1, 2017

Staff Name	Position	Location	Hours Per Week	Certification #	License #	Degree/Field of Study	Date Employed	Cert. Renewal
John Tucker	Program Director	WRDCC	40			M.B.A.	09-29-14	
Jannet Reynolds	Clinical Sup. PDTP	WRDCC	40	CCJP, CRADC	#4589#4811	BS Criminal Justice	07-01-10	10-31-18
Shawna O'Brien	Counselor Sup. I/M	WRDCC	40	CCJP	#4749	BS Computer Science	07-01-10	4-30-18
Amy Watson	Intake Counselor II	WRDCC	40	CADC CCJP	#5193#4677	BS Psychology/Sociology	07-01-10	10-31-18
Jessica Abell	Counselor II	WRDCC	40	CADC	#8705	Associate of Arts in Health	07-06-14	10-31-18
Tonya Bookout	Counselor II	WRDCC	40	CRADC	#8680	MS Arts Forensic/Psychology	06-29-15	10-31-17
Mark Disbrow	Counselor I	WRDCC	40	MAADC I		BS Psychology/Sociology, CJ	05-15-17	6-22-18
Karen Dydell	Counselor I-PDTP	WRDCC	40	MAADC I	#9569	HS Diploma	08-03-16	9-29-17
Walter Elkins	Counselor I	WRDCC	40	MAADC II	#9488	BS Psychology	08-08-16	10-31-17
Thomas Landrum	Counselor I	WRDCC	40	MAADC II	#7701	MS Arts in Counseling	09-29-13	10-31-17
Jamie Manson	Clinical Sup. S/T	WRDCC	40	CADC	#7636	BS Arts Human Services	01-14-14	10-31-18
Irma Mundungu	Counselor I	WRDCC	40	MAADC II	#9380	BS Social Work	06-20-16	10-31-17
Roxanna Rich	Counselor I	WRDCC	40	MAADC II	#8235	BS Science	10-09-14	10-31-17
Jonathan Phillips	Counselor II	WRDCC	40	CRADC	#4842	HS Diploma	04-14-14	10-31-17
Melissa Phillips	Counselor I	WRDCC	40	MAADC I	#9555	Associate in Human Services	08-29-16	9-21-17
Leslie Sinclair	Admin. Assistant I	WRDCC	40	N/A		HS Diploma	07-01-10	10-31-17
Ashley Tucker	Counselor I	WRDCC	40	MAADC II	#9218	BS Science	01-30-17	10-31-17
Marchel Turner	Counselor II	WRDCC	40	PLPC, RASAC II	#8927	Master of Science	03-06-17	10-31-17
Vacant	Counselor I							

Signature: 

Date: 30 JUN 17

Gateway Foundation, Inc., dba GFI Services, Inc.
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Exhibit B Continued

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Department of Mental Health-Division of Behavioral Health
Address of Reference Company/Client:	5400 Arsenal Street, A-419 St. Louis, Missouri 63139
Reference Contact Person Name, Phone Number, and Email Address:	Lynne Allar-Meine, District Administrator--Eastern District (314) 877-0378 Lynne.Allar-Meine@dmh.mo.gov
Title/Name of Service/Contract	Recidivism Reduction- Medication Assisted Treatment I and II (RR-MAT)
Dates of Service/Contract:	10/1/2013-Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ In FY 17, Gateway served a total of 2,937 clients under RRMAT ✓ The total value of this contract for FY17 was \$1,629,524
Size of Service/Contract (in terms of vendor's total amount of business)	The RRMAT program comprises 3.6% of Gateway Foundation's Corrections Division and about 19% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Population served:</u> A total of 2,937 male and female client/offenders across 8 Missouri Department of Corrections adult institutions were provided with education regarding the use and availability of medication assisted treatment in the state of Missouri. 487 client/offenders completed the pre-release needs assessment and received pre-release case management services. ✓ <u>Type of Reentry Services Performed:</u> education on MAT, assessment, pre and post release strengths based case management, and employee readiness. ✓ <u>Geographic Area Served:</u> Clients released to the St. Louis or Kansas City metropolitan areas were eligible to receive post-release employment readiness services, case management services, transportation assistance and other related re-entry services along with the option of medication assisted therapies to aid in recovery efforts and reduce the risk of relapse and recidivism. ✓ <u>Specific Duties:</u> <ul style="list-style-type: none"> • Assessment • Individual service plan development • Pre- and post- release strengths based case management including referrals and linkage • Treatment education

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	<ul style="list-style-type: none">• Case monitoring. <p>✓ <u>Strategic Objectives:</u> To provide a comprehensive treatment program leading to a reduction in relapse and recidivism. RRMAT offers support to meet a client's basic needs through intensive case management and MAT services to help prevent relapse and the potential for recidivating.</p>
Personnel Assigned to Service/Contract (include position title):	Gateway currently employs 16 staff for the RRMAT programs. Please see the following page for personnel assigned to this program.

PERSONNEL CONTROL LISTING

Contractor: Gateway Foundation- RR-MAT I and RR-MAT II

Location: St. Louis and Kansas City, MO

Date: July 2017

Staff Name	Position	Program Hours/Week	Certification Number	Supervision Number	License Number	ADA/ OSAP	Degree/Field of Study	Date Employed
Kim Feaman	Program Director	St. Louis/ Kansas City 40	CRADC # 2171 MARS # 6048	# 1193	None	Yes	M.A. Health Services Management B.S.-Criminal Justice	11-18-2013
Erin Mason	Clinical Supervisor	St. Louis RR-MAT I 40	MARS # 8968	#1380	LCSW #2016018306	Yes	MSW	07-06-2015
Donnie Wilson	Program Manager	Kansas City RR-MAT II 40	-	-		Yes	MSW	06-15-2017
Mary Beth Neufeld-Wall	Counselor III	St. Louis RR-MAT I 40	MARS # 8974	# 1384	LCSW #2000165946	Yes	MSW	12-02-2013
Julia Kiehl	Counselor III	St. Louis RR-MAT II	MARS # 9301	-	LCSW #2000175446	Yes	MSW	09-23-2002
Erin McCann	Re-Entry Specialist	St. Louis RR-MAT II 40	MARS # 9268	-	LMSW #2016042822	Yes	MSW	12-21-2015
Krystal Stroker	Re-Entry Specialist	St. Louis RR-MAT I 40	MAADC II #9865 MARS #10122	-	-	N/A	B.A. - Human Services	08-15-2016
James Broadnax	Re-Entry Specialist	St. Louis RR-MAT I 40	-	-	-	N/A	B.A. - Psychology	03-06-2017
Robert Denstedt	Employment Readiness Specialist	St. Louis RR-MAT I 40	Senior Professional in Human Resources	-	-	N/A	M.A. - Human Resources Development M.ED	03-06-2017

Staff Name	Position	Program Hours/Week	Certification Number	Supervision Number	License Number	ADA/ CSAT	Degree/Field of Study	Date Employed
Lisa Robinson	Re-Entry Specialist	WRDCC/ Kansas City RR-MAT II	MAADC II #8401 MARS #10113	-	-	-	B.S. -Nutrition and Fitness	03-16-2015
Susie Twilligar	Re-Entry Specialist	Kansas City RR-MAT II	MARS #10126	-	-	-	B.A.- Psychology	01-03-2017
Arthur Diaz	Employment Readiness Specialist	Kansas City RR-MAT II	MARS #9236	-	-	-	B.A.- Economics	11-30-2015
Brian Barkhoff	Re-Entry Specialist	OCC RR-MAT I	CADC # 7694 MARS #8938	-	-	-	H.S. Diploma	07-29-2013
Kathleen Baudino	Re-Entry Specialist	MTC RR-MAT I	-	-	-	-	B.S- Business Management	04-3-2017
Jacquiline Barton	Re-Entry Specialist	WERDCC/ NECC RR-MAT II	MARS #10063	-	-	-	B.S. Accounting	11-31-2016
Carlos Griffin	Administrative Assistant	St. Louis RR-MAT I	-	-	-	N/A	B.A. - Human Services	05-11-2016

Gateway Foundation, Inc., dba GFI Services, Inc.
 Contact Person: Gregg Dockins
 Response to RFPS30034901701492

Exhibit B Continued

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Department of Mental Health--Division of Behavioral Health
Address of Reference Company/Client:	5400 Arsenal Street, A-419 St. Louis, Missouri 63139
Reference Contact Person Name, Phone Number, and Email Address:	Lynne Allar-Meine, District Administrator--Eastern District (314) 877-0378 Lynne.Allar-Meine@dmh.mo.gov
Title/Name of Service/Contract	DOC Free and Clean
Dates of Service/Contract:	1994-Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ In FY 17, Gateway served a total of 781 clients in the Free and Clean Program ✓ The total value of this contract for FY17 was \$824,164
Size of Service/Contract (in terms of vendor's total amount of business)	The Free and Clean program comprises 1.8% of Gateway Foundation's Corrections Division business and 9% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Population served:</u> A total of 781 male offenders were served. All were recently released from a MO DOC institutional substance use disorder treatment program. ✓ <u>Type of Reentry Services Performed:</u> Substance use and co-occurring mental health disorder assessment; individual and group counseling; case management; drug testing; employment readiness; and, referral for medication and psychiatric treatment. ✓ <u>Geographic Area Served:</u> Clients released from a MO DOC institutional substance use disorder treatment program and returning to St. Louis City/County. ✓ <u>Specific Duties:</u> <ul style="list-style-type: none"> • Assessment • Substance use disorder treatment • Co-occurring disorder treatment • On-site collaboration with MO Division of Probation and Parole Officers • Drug testing • Employment readiness • Case Management including referrals and linkage to community

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

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	resources. ✓ <u>Strategic Objectives</u> : To provide a comprehensive treatment program and ongoing support for individuals exiting a MO DOC substance use disorder treatment program leading to a reduction in relapse and recidivism.
Personnel Assigned to Service/Contract (include position title):	Gateway currently employs 12 staff for the Free and Clean programs. Please see the following page for personnel assigned to this program.

FREE AND CLEAN PERSONNEL CONTROL LISTING

Contractor: Gateway Foundation- St. Louis Outpatient- Free and Clean

Location: St. Louis, MO

Date: July 2017

Staff Name	Position	Program Hours/Week	Certification Number	Supervision Number	License Number	ADA/ QSAP	Degree/Field of Study	Date Employed
Kim Feaman	Program Director	St. Louis OP 40	CRADC # 2171 MARS # 6048	# 1193	None	Yes	M.A. Health Services Management B.S.-Criminal Justice	11-18-2013
Regina Welsh	Office Manager	St. Louis OP 40	NA	NA	NA	N/A	Associates Degree -- Human Resources	08-04-2015
Katina Simpson	Receptionist	St. Louis OP 40	NA	NA	NA	N/A	High School Diploma	11-28-2016
India Church	Administrative Assistant I	St. Louis OP 40	N/A	N/A	N/A	N/A	High School Diploma	07-05-2016
Chris Seigel	Clinical Supervisor	Free and Clean 15	CRAADC #6975	#1268	LPC 2014044620	Yes	M.A.-Counseling B.A. Psychology	10-08-2012
Elizabeth Connors	Counselor III	Free and Clean 40	CRADC #7013 MARS #8944	#1371	LMSW #2016043587	Yes	MSW	05-01-2009
Yoree White	Counselor II	Free and Clean 40	CCJP # 4161 CRADC #2459	#242	None	Yes	High School Diploma	03-01-2001
Herbert Daniel	Counselor II	Free and Clean 40	CRADC # 3831	#1301	-	Yes	High School Diploma	05-23-2016
Sean Gibbs	Counselor II	Free and Clean 40	MRSS #7762	-	PLPC #2016025953	Yes	M.A. -Counseling	11-01-2016
Norman "James" Vick	Counselor I	Free and Clean 40	MAADC II #9000	-	-	No	B.A. - Science	02-22-2016
David Bollinger	Counselor I	Free and Clean 40	MAADC II #8929	-	-	-	High School Diploma	09-12-2016
William "Dadisi" Crayton	Peer Support Specialist	Free and Clean 20	CCJP #3154 MRSS-P #8264	-	-	Yes	High School Diploma	06-23-2010

Staff Name	Position	Program Name/AVSA	Certification Number	Supervisor Number	License Number	APV BSAP	Education/Field Experience	Date Reviewed
Carl Summers	Peer Support Specialist	Free and Clean 20	MAADC II #3876 MRSS-P #9217	—	—	No	High School Diploma	02-11-2008
Michellee Hyland	Billing Supervisor	St. Louis OP 40				N/A	M. A. – Criminal Justice Administration	06-21-2010

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

Response to RFPS30034901701492

Exhibit B Continued

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Department of Mental Health--Division of Behavioral Health
Address of Reference Company/Client:	5400 Arsenal Street, A-419 St. Louis, Missouri 63139
Reference Contact Person Name, Phone Number, and Email Address:	Lynne Allar-Meine, District Administrator--Eastern District (314) 877-0378 Lynne.Allar-Meine@dmh.mo.gov
Title/Name of Service/Contract	DOC Partnership for Community Restoration
Dates of Service/Contract:	1997-2005 and 2008 - Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ In FY 2017, Gateway served a total of 383 clients in the Partnership for Community Restoration Program ✓ The total value of this contract for FY17 was \$460,505
Size of Service/Contract (in terms of vendor's total amount of business)	The Free and Clean program comprises 1% of Gateway Foundation's Corrections Division business and 5% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Population served:</u> A total of 383 male clients/offenders were served in FY17, all referred by Eastern Region Probation/Parole officers. ✓ <u>Type of Reentry Services Performed:</u> Substance use and co-occurring mental health disorder assessment, individual and group counseling, case management, drug testing, employment readiness, trauma counseling, and referral for medication and psychiatric treatment. ✓ <u>Geographic Area Served:</u> Clients supervised in St. Louis City/County ✓ <u>Specific Duties:</u> <ul style="list-style-type: none">• Assessment• Substance use and co-occurring disorder treatment• Drug testing• Employment readiness• Trauma counseling• Medication assisted treatment referrals• Case Management including referrals and linkage to community resources ✓ <u>Strategic Objectives:</u> To provide a comprehensive treatment program leading to a reduction in substance use and criminal behavior as a

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

Response to RFPS30034901701492

	diversion from incarceration.
Personnel Assigned to Service/Contract (include position title):	Gateway currently employs 5 staff for the PCR program, including 4 Counselors and one Counselor Supervisor. Please see the following page for personnel assigned to this program.

PARTNERSHIP FOR COMMUNITY RESTORATION PERSONNEL CONTROL LISTING

Contractor: Gateway Foundation- St. Louis Outpatient- PCR

Location: St. Louis, MO

Date: July 2017

Staff Name	Position	Program Hours/Week	Certification Number	Supervision Number	License Number	ADA/ QSAP	Degree/Field of Study	Date Employed
Kim Feaman	Program Director	St. Louis OP 40	CRADC # 2171 MARS # 6048	# 1193	None	Yes	M.A. Health Services Management B.S.-Criminal Justice	11-18-2013
Regina Welsh	Office Manager	St. Louis OP 40	NA	NA	NA	N/A	Associates Degree – Human Resources	08-04-2015
Katina Simpson	Administrative Assistant	St. Louis OP 40	NA	NA	NA	N/A	High School Diploma	11-28-2016
India Church	Administrative Assistant I	St. Louis OP 40	N/A	N/A	N/A	N/A	High School Diploma	07-05-2016
Chris Seigel	Clinical Supervisor	PCR 15	CRAADC #6975	#1268	LPC 2014044620	Yes	M.A.-Counseling B.A. Psychology	10-08-2012
Stefanie Gladney	Counselor Supervisor	PCR 20	CRADC #2459	#227	None	Yes	B.A.- Psychology	07-13-2010
LaDarius Lewis	Counselor II	PCR 40	CRADC #7620	-	-	Yes	MSW	09/30-2013
Hardy Carter	Counselor I	PCR 40	MAADC II #9012	-	-	No	M.A. – Psychology	05-02-2016
Sidney Woods	Counselor I	PCR 40	MAADC II #6122	-	-	No	High School Diploma	
Pamela Palacios	Counselor II	PCR 10	CCJP # 4604 MARS #8977	-	-	Yes	Associates Degree – General Studies	06-23-2014
Carl Summers	Peer Support Specialist	PCR 20	MAADC II #3876 MRSS-P #9217	-	-	No	High School Diploma	02-11-2008
William "Dadisi" Crayton	Peer Support Specialist	PCR 20	CCJP #3154 MRSS-P #8264	-	-	Yes	High School Diploma	Staff Name

Name	Title	Location	Phone	Fax	Email	DOB	Education	Date
Michelle Hyland	Billing Supervisor	St. Louis OP 40				N/A	M. A. – Criminal Justice Administration	06-21-2010

Gateway Foundation, Inc., dba GFI Services, Inc.
 Contact Person: Gregg Dockins
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Exhibit B Continued

Vendor Name or Subcontractor Name: <u>Gateway Foundation, Inc., dba, GFI Services Inc.</u> (if reference is for a Subcontractor):	
Reference Information (Current/Prior Services Performed For:)	
Name of Reference Company/Client:	Department of Mental Health--Division of Behavioral Health
Address of Reference Company/Client:	5400 Arsenal Street, A-419 St. Louis, Missouri 63139
Reference Contact Person Name, Phone Number, and Email Address:	Lynne Allar-Meine, District Administrator--Eastern District (314) 877-0378 Lynne.Allar-Meine@dmh.mo.gov
Title/Name of Service/Contract	DOC Case Management for Offenders with Co-Occurring Disorders
Dates of Service/Contract:	2013 - Present
If service/contract has terminated, specify reason:	N/A
Size of Service such as: ✓ Number of Offenders Served ✓ Total Annual Value/Volume	✓ In FY 2017, Gateway served a total of 88 clients in the DOC Co-occurring Case Management program ✓ The total value of this contract for FY17 was \$261,824
Size of Service/Contract (in terms of vendor's total amount of business)	The Case Management program comprises .6% of Gateway Foundation's Corrections Division business and 3% of GFI Services, Inc.
Description of Services Performed, such as: ✓ Population Served ✓ Type of Reentry services Performed ✓ Geographic Area Served ✓ Vendor's specific duties and strategic objective	✓ <u>Population served:</u> A total of 88 male and female clients/offenders were served in FY17, all referred by Eastern Region Probation/Parole officers. ✓ <u>Type of Reentry Services Performed:</u> Comprehensive case management for offenders on supervision who have mental illness and substance use disorders. Psychiatric treatment, housing, healthcare and dental services as well as basic needs including food and clothing are common linkage needs. ✓ <u>Geographic Area Served:</u> Clients supervised in St. Louis City/County ✓ <u>Specific Duties:</u> <ul style="list-style-type: none"> Referrals and linkage to community resources in order to provide the supports necessary for clients to succeed on supervision. ✓ <u>Strategic Objectives:</u> To provide comprehensive case management services leading to stable lives and a reduction in substance use and criminal behavior as a diversion from incarceration.
Personnel Assigned to Service/Contract (include position title):	Gateway currently employs 1-2 Case Management staff and a part-time supervisor for the Case Management program for offenders with co-occurring substance use and mental health disorders. Please see the following page for personnel assigned to this program.

CO-OCCURRING CASE MANAGEMENT PERSONNEL CONTROL LISTING

Contractor: Gateway Foundation- St. Louis Outpatient- COCM

Location: St. Louis, MO

Date: July 2017

Staff Name	Position	Program Hours/Week	Certification Number	Supervision Number	License Number	ADA/QSAP	Degree/Field of Study	Date Employed
Kim Feaman	Program Director	St. Louis OP 40	CRADC # 2171 MARS # 6048	# 1193	None	Yes	M.A. Health Services Management B.S.-Criminal Justice	11-18-2013
Regina Welsh	Office Manager	St. Louis OP 40	NA	NA	NA	N/A	Associates Degree – Human Resources	08-04-2015
Katina Simpson	Administrative Assistant	St. Louis OP 40	NA	NA	NA	N/A	High School Diploma	11-28-2016
India Church	Administrative Assistant	St. Louis OP 40	N/A	N/A	N/A	N/A	High School Diploma	07-05-2016
Chris Seigel	Clinical Supervisor	COCM 10	CRAADC #6975	#1268	LPC 2014044620	Yes	M.A.-Counseling B.A. Psychology	10-08-2012
Jane "Rene" LaFerla	Case Manager	COCM 40	MAADC II #6826 MRSS-P #9030	-	LMSW #2016042823	Yes	MSW	12-21-2015
Michelle Hyland	Billing Supervisor	St. Louis OP 40				N/A	M. A. – Criminal Justice Administration	06-21-2010

EXHIBIT C

EXHIBIT C

EXPERTISE OF KEY PERSONNEL

Copy and complete this table for each key person proposed. The vendor is cautioned to not submit any information that would be considered confidential (e.g. home addresses, personal phone numbers, social security numbers).

As a new program, no staff is currently employed to work on this contract except for the Regional Director who will provide program oversight and will not be directly charged to this contract. As indicated in the RFP instructions (3.5.2, b), we have included job descriptions for each of the positions we have included in the staffing plan.

Title of Position: <u>Regional Director/Missouri Operations</u> (Title should be consistent with the job titles identified herein and or the organizational chart.)	
Name of Person:	Stephen Doherty
Educational Degree (s): include college or university, major, and dates	Bachelor of Arts in Psychology: 1988 Master of Education in Counseling: 1990
License(s)/Certification(s), Number(s), expiration date(s), if applicable:	Licensed Professional Counselor (LPC) Certified Criminal Justice Professional (CCJP) Certified Reciprocal Alcohol and Drug Counselor
Specialized Training Completed.	Case management, counseling, motivational interviewing, supervision, community relations.
Number of years' experience in area of service proposed to provide:	29
Describe person's relationship to the vendor. If employee, number of years. If subcontractor, describe other/past working relationships.	Mr. Doherty, as Gateway's Regional Director, will have oversight of the manager(s) of the Pre-Post Release reentry services as Gateway's local manager. He has been employed at Gateway foundation for 14 years.
Describe this person's responsibilities over the past 12 months.	Mr. Doherty has provided statewide managerial support of Gateway's nine (9) service locations in Missouri, including seven (7) within Department institutions. He provides supervision and direction to Gateway's 6 Program Directors.
Previous employer(s), positions, and dates	Prior to his current position Mr. Doherty was Gateway's Eastern Missouri Director (2009-2014), St. Louis Outpatient Program Director (2002-2009) and in various management roles at Provident Counseling for 12 years (1990-2002).
Identify specific information about experience in:	Clearly identify the experience, provide dates, describe the person's role and extent of involvement in the experience
✓ Working with offenders/parolees	For 27 years Mr. Doherty has provide or managed substance use disorder treatment to clients on state or federal probation/parole or who were inmates of state or federal correctional agencies.
✓ In employment placement (assessment, job readiness training,	Mr. Doherty has managed several programs that provide employment readiness assessment and placement at Gateway

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

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Title of Position: Regional Director/Missouri Operations (Title should be consistent with the job titles identified herein and or the organizational chart.)	
individual counseling, intake, job development, job retention and placement)	and previously at Provident Counseling. He has provided group and individual counseling for much of his 28+ years working with offenders at both agencies and he has supervised case managers who provide vocational assessment and training/placement.
✓ With case management services	Mr. Doherty has provided case management to male and female clients, most of whom have been involved in state or federal criminal justice systems, and have supervised those providing case management in Gateway's Reducing Recidivism, Incorporating Medication Assisted Treatment program.
✓ With Delivery of Wrap Around Services	Mr. Doherty has worked in the Child Welfare system services providing and supervising counseling services to families involved with Illinois' Department of Children and Family Services from 1998-2002, and he was instrumental in building Gateway's DMH funded program RR-MAT around a "wrap around model" of services to address all needs that offenders may have upon release from incarceration, employment, health, mental health, substance use disorder, housing, transportation, basic clothing and food and housing needs.
Staffing Methodology	
Describe the person's planned duties/role proposed herein:	Mr. Doherty will supervise the Statewide Coordinator of Reentry Services, who will provide oversight of Gateway's contract Reentry Services.

GATEWAY FOUNDATION, INC.

JOB DESCRIPTION

JOB TITLE: State Reentry Manager

FLSA STATUS: Exempt

GENERAL SUMMARY:

Responsible for state-wide pre-release and post-release program operations. Acts as Gateway Foundation's liaison to the State Agency for program matters and contract accountability. Oversees client services, and initiates corrective actions necessary to ensure program and contractual compliance, and service delivery objectives are met. Interviews, hires, and oversees the training, and when necessary, disciplines and discharges of assigned subordinates. Assist in planning and monitoring program budgets and expenditures; and developing and refining program policies, standards, and services.

PRINCIPAL DUTIES AND RESPONSIBILITIES: (The following duties and responsibilities are all essential job functions, except for those that begin with the word "May.")

1. Manages directly and through subordinate personnel, the day-to-day operation of assigned program. Ensures client needs and contractual obligations for quality and quantity of care are met.
2. Oversees services by auditing client records, reviewing client treatment and discharge plans, and conducting client case reviews to ensure consistent and timely treatment. Reviews compliance with established program objectives, government regulations, payers and accreditation standards. Redirects or motivates staff to meet service delivery objectives and compliance standards, or initiates corrective actions.
3. Conducts regular staff meetings to review treatment plans and documentation and provide advice and guidance in resolving complex case problems. Approves recommendations for client admission, disciplinary actions, and discharges as appropriate.
4. Interviews, hires, and oversees the training and development. Evaluates staff schedules, work assignments, performance, when necessary, disciplines and discharges subordinate personnel. May coordinate and conduct scheduled in-services, or arrange outside training services in accordance with contract terms
5. Assesses and evaluates staffing patterns and caseload distributions. Prepares appropriate work and time-off schedules in accordance with established guidelines and contractual obligations, and to achieve efficient staff utilization.
6. Develops and refines program policies and procedures to ensure quality care and compliance with contract. May research, plan, secure approval of, and implement new or enhance program services.
7. Assists in planning and administering program budgets by controlling purchases, reviewing and approving budgeted expenditures, monitoring budget variances, and recommending corrective actions as necessary.
8. Serves as program liaison, and maintains and fosters cooperative working relationships with variety of referral resources and services, community organizations, and criminal justice and social service agencies. Supports program outreach and public relations initiatives through such activities as scheduling tours or conducting group presentations.

JOB DESCRIPTION: State Reentry Manager

9. Compiles various operational and clinical data and information, and prepares related analyses and reports for review and use in evaluating program services, contract compliance, and achievement of service delivery objectives. Assists in developing recommendations to improve overall program quality and effectiveness.
10. Travels to various correctional institutions and community programs to monitor the work of assigned staff; to establish working relationship with the Department of Corrections' administration, community organizations and community partners.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED:

1. Knowledge of conflict resolution, intervention techniques, and confrontation skills; at a level normally acquired through completion of a Bachelor's degree in psychology, social work, mental health or a closely related field; Master's degree preferred.
2. Ability to plan, oversee and evaluate work of assigned staff; serve as professional resource in resolving complex case problems; and schedule and direct the work of others; at a level normally acquired through three to five years, progressively more responsible experience in program operations, with at least two years concurrent supervisory experience.
3. Advanced communications skills necessary to oversee and motivate others; prepare clear and concise reports and recommendations; and maintain effective contacts with outside agencies and referral sources or services.
4. Analytical and problem solving abilities necessary to plan and schedule the work of others; resolve conflicts; monitor compliance with regulations, standards and contracts, and devise and implement appropriate corrective actions; audit and evaluate treatment plans and documentation; and analyze and summarize qualitative and quantitative data.
5. Proficiency with Microsoft Word, Excel and Outlook to prepare documents, track and report data, schedule appointments and communicate with internal and external customers.

PHYSICAL REQUIREMENTS:

1. Ability to speak with others in order to exchange information and provide counseling.
2. Ability to record and proofread information on forms and charts.
3. Ability to respond to telephones and pages, and hear speech.
6. Ability to use a keyboard and video display terminal to receive, retrieve, and/or audit information and data on a regular basis.
7. Ability to drive a motor vehicle and maintain valid license and good driving record.

REPORTING RELATIONSHIPS:

1. Reports to the Regional Director.
2. Responsible for overseeing, leading and following-up on the work of staff directly involved in the Reentry Program operations.

JOB DESCRIPTION: State Reentry Manager

WORKING CONDITIONS:

1. Works in a normal office or clinical environment where there are relatively few discomforts due to dust, dirt, noise and the like. Occasional exposure to contagious diseases, but potential for harm is limited if established safety and infection control precautions are followed.
2. May work in a corrections facility where there is exposure to potentially disruptive or violent inmates. Potential for harm is limited if established security precautions and procedures are followed.
3. May be exposed to inclement weather when traveling to various locations. Some exposure to hazards when driving, but potential for harm is limited if safe vehicle operation procedures are followed.

APPROVALS:

Name	Title	Date
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Name	Title	Date
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Name	Human Resources	Date
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The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.

GATEWAY FOUNDATION, INC.

JOB DESCRIPTION

JOB TITLE: Reentry Specialist Supervisor

FLSA STATUS: Exempt

GENERAL SUMMARY:

Responsible for providing direct supervision to individuals involved in conducting assessments of client needs in an effort to reduce recidivism. Oversees client services and ensures compliance with established program standards and service delivery objectives. Audit client records, assist in interviewing, selecting, evaluating, scheduling and disciplining assigned staff, as well as new hire orientation and training. The supervisor will serve as a resource to assigned staff in identifying and resolving complex client case problems. Interprets and enforces area and contractual policies and procedures, and initiates corrective actions.

PRINCIPAL DUTIES AND RESPONSIBILITIES: (The following duties and responsibilities are all essential job functions, as defined by the ADA, except for those that begin with the word "May.")

1. Provides direct supervision to reentry specialist involved in conducting assessments, identifying community resources and performing case monitoring to clients that addresses developmental and maturation levels.
2. Develops and monitors a therapeutic environment to foster positive client interactions and communications. Trains staff to monitor and document client interactions in accordance with program and contractual expectations.
3. Monitors client services by reviewing all client plan documents, conducting client case reviews to ensure consistent and timely delivery of services. Reviews compliance and adherence with established program and contractual standards; and redirects staff to meet service delivery objectives and compliance standards, or initiates corrective actions.
4. Responsible for auditing client records and documentation to ensure accuracy, completeness and adherence with established guidelines, and funding agency requirements. Authorizes or signs off on client admission and discharge from program.
5. Assists with staff selection and retention by interviewing, selecting, evaluating the performance of, and recommending disciplinary action, up to and including discharge. The supervisor is responsible for recommending work and time-off schedules for staff. Reviews staff caseload assignments to ensure optimal operations and quality of care.
6. Responsible for promoting professional growth and development of assigned staff, by planning and scheduling in-services and workshops, motivating active participation and involvement by staff, documenting education activities and results, and so forth.
7. Meets regularly with assigned staff, in groups or individually, in order to plan and evaluate client services, review caseload progress, and determine appropriateness of continuation or modification of service plan. Serve as resource to staff in resolving complex case problems, and performing crises interventions.
8. Interprets and enforces Gateway, treatment and reentry services program standards, and funding agency policies and procedures, and orients clients and staff to facility rules and regulations. Investigates client, staff or employee incidents and concerns, documents findings, and takes necessary immediate corrective action. Notifies supervisor and/or funding agency representatives of unusually complex or sensitive enforcement situations.

JOB DESCRIPTION: Reentry Specialist Supervisor

9. Oversees discharge planning for clients during course of care. Ensures community referral sources are used effectively as aftercare services to discharged clients.
10. Performs related supervisory or administrative duties such as assisting in developing and refining area policies and procedures; maintaining up to date procedures manual; performing on-call or staff on duty responsibilities as required; assisting with budget planning and expenditure approvals as needed; and completing various special reports and memos regarding program results and activities, and recommendations to improve program quality and effectiveness.
11. Directs individual, group and, where applicable, family counseling sessions; and assumes client caseload as necessary in response to workload or staffing shortages, and to maintain quality and continuity of care within assigned center. Assume responsibilities of supervisor in his/her absence and as requested.
12. Maintains and fosters cooperative working relationships with funding or contracting agencies, current and potential referral resources and services, community organizations, and criminal justice and social services agencies. May conduct formal community presentations on disease of addiction and treatment, and/or provide court testimony.
13. Maintains and enhances knowledge and expertise through appropriate educational and organizational activities. Serve on various internal and external committees as assigned.
14. Participates in performance improvement activities as appropriate.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

1. Ability to supervise and monitor assessments, service planning, and counseling at a level normally acquired through Bachelor's degree in psychology, social work, counseling or a closely required field; or high school diploma and equivalent education and life experience.
2. Ability to serve as a resource in resolving complex case problems, participate in scheduling and evaluating the work of others; and knowledge of up to date techniques and modalities, and case management as acquired through a minimum of three to five years relevant experience, with at least twelve hours supervisory training.
3. May require a current certification or qualification as an alcohol, drug, or substance abuse counselor as required by relevant agency, association, board or commission in State of employment location for those directly involved in substance use disorder treatment. (See employment guidelines for State specific certification requirements, equivalents, or reciprocals. Formal approval of hiring and employment by state or federal contracting agencies may be required.)
4. Demonstrated skills and knowledge of the principles of physical growth and development and psychosocial development; the ability to tailor interventions, such as de-escalation techniques, and communicate using appropriate language based on the client's cognitive and maturational status; the ability to assess and interpret client data, and identify individual client needs to provide appropriate services depending on the developmental stage and client population.
5. Ability to apply knowledge of the normal developmental tasks of adulthood to an individualized service plan, e.g. relating recovery to family issues, parenting, vocational issues, healthy living, etc., and to promote the development of effective life skills to support a healthy, drug-free lifestyle.
6. Advanced interpersonal skills necessary to oversee and motivate others; encourage and support clients through often difficult phases of recovery; provide effective counseling through appropriate empathy, support, intervention, direction, and conflict resolution; interact effectively with client family members; and maintain effective contacts with outside agencies and referral sources or services.

JOB DESCRIPTION: Reentry Specialist Supervisor

7. Analytical and problem solving abilities necessary to plan and schedule the work of others, resolve conflicts, conduct comprehensive assessments, prepare and evaluate service plans, provide counseling and case management, and complete progress evaluations and related reports.
8. Typing ability and working knowledge of word processing software in order to complete required forms, reports and correspondence.
9. Travels to conduct staff supervision and monitor the work of assigned staff.

PHYSICAL REQUIREMENTS: (The following statements describe the physical abilities required to perform the essential job functions, although exceptions may be made to these requirements based on the principle of reasonable accommodation.)

1. Ability to speak with others in order to exchange information and provide counseling.
2. Ability to record and proofread information on forms and charts.
3. Ability to respond to telephones and pages, and hear speech.
4. Ability to use a keyboard and video display terminal to receive, retrieve, and/or audit information and data on a regular basis.
5. Ability to operate a motor vehicle safely, and remain alert to traffic signs and conditions.

REPORTING RELATIONSHIPS:

1. Reports to the State Reentry Manager or designee.
2. Responsible for leading and following-up on the work of remote staff and those assigned to a correctional facility to assess client needs.

WORKING CONDITIONS:

1. Works in a normal office or clinical environment where there are relatively few discomforts due to dust, dirt, noise and the like. Occasional exposure to contagious diseases, but potential for harm is limited if established safety and infection control precautions are followed.
2. May work in a corrections facility where there is exposure to potentially disruptive or violent inmates. Potential for harm is limited if established security precautions and procedures are followed.
3. May be exposed to inclement weather when traveling to various locations. Some exposure to hazards when driving, but potential for harm is limited if safe vehicle operation procedures are followed.

APPROVALS:

Name	Title	Date
Name	Title	Date
Name	Human Resources	Date

The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.

GATEWAY FOUNDATION, INC.

JOB DESCRIPTION

JOB TITLE: Reentry Specialist

FLSA STATUS: Non-exempt

GENERAL SUMMARY:

The Reentry Specialist will conduct client social, financial, medical and environment status and needs assessment. Works cooperatively with various corrections involved teams and community agencies to obtain resources and services necessary to meet identified needs, and facilitate recovery and effective responses to treatment and service delivery. Communicates with reentry team, supervisor, probation and parole officers, and agency representatives in order to plan and coordinate services, and relay information on clients' progress. Performs case monitoring, and completes case action forms and documentation. Serves as a resource to treatment staff in identifying and resolving case problems related to meeting client needs, obtaining available services and reducing recidivism. Duties vary by Center assigned.

PRINCIPAL DUTIES AND RESPONSIBILITIES: (The following duties and responsibilities are all essential job functions, as defined by the ADA, except for those that begin with the word "May.")

1. Conducts comprehensive assessments to identify clients' social, financial, and medical needs, according to established standards and time frames. May complete admission forms by recording required information and obtaining necessary consent signatures.
2. Works cooperatively with a variety of community agencies and organizations to ensure maximum utilization of available resources and services to clients, in order to facilitate their recovery and enhance their lifestyle and functioning to reduce recidivism. Services obtained on behalf of clients could include housing, vocational counseling or training, education, food, clothing, medical care, mental health services and residential treatment, amongst others.
3. Serves as a resource to treatment team in identifying and resolving problems, and providing appropriate alternative sources for services and support required by clients. Participates in staff meetings to review client progress, and relay and exchange relevant information concerning problems affecting the clients' response to treatment. May develop or assist in the development of a safety plan for clients with suicidal ideation.
4. Performs case monitoring which includes reporting program attendance and participation to probation or parole officers, caseworkers, and other court appointed officials; conducting home visits, completing scheduled appointment follow-up, developing discharge plans, and ensuring resources are consistent with overall treatment objectives. Prepares daily and monthly reports regarding clients' progress.
5. Maintains communication with supervisor and service providers in order to keep informed of potential sources of assistance in resolving casework problems, identify and respond to gaps in client services, coordinate provision and utilization of services and provide follow up.
6. Gathers statistics to determine client outcomes by conducting discharge surveys. Records relevant information and summarizes data according to established procedures and forwards appropriate personnel.

JOB DESCRIPTION: Reentry Specialist

7. Performs staff-on-duty responsibilities as assigned such as, initiating crises management and conflict resolution interventions; writing disciplinary and incident reports; and notifying appropriate staff of client's disruptive behaviors, or potential threats of safety to others.
8. May be required to perform urine collection from clients for laboratory screening.
9. Attends job specific training sessions offered in and outside the organization to enhance job skills and knowledge.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED:

1. Advanced communication skills; and demonstrated knowledge of principles and practices of public welfare and social services; at a level normally acquired through completion of a Bachelor's degree in psychology, social work, mental health counseling, or substance abuse counseling; or high school diploma, HSE and equivalent education/training and life experience.
2. Ability to perform assessment of client needs and provide intensive case management services for some complex cases, with minimal supervision and direction; and knowledge of community organizations and resources; at a level normally acquired through two years prior experience, with concurrent case management experience.
3. May require a current certification or qualification as an alcohol, drug, or substance abuse counselor as required by relevant agency, association, board or commission in State of employment location for those directly involved in substance use disorder treatment. Missouri Recovery Support Specialist certification preferred. (See employment guidelines for State specific certification requirements, equivalents, or reciprocals. Formal approval of hiring and employment by state or federal contracting agencies may be required.)
4. Advanced interpersonal skills necessary to encourage and support clients through often difficult phases of recovery; interact effectively with family members; and develop and maintain effective contacts with outside agencies and referral sources or services.
5. Analytical abilities necessary to conduct comprehensive assessments identify client needs and available resources, provide comprehensive case management, and complete progress evaluations and related reports.
6. Typing ability and working knowledge of word processing software in order to complete required forms, reports and correspondence.
7. Valid local driver's license, and at least 21 years of age.

PHYSICAL REQUIREMENTS: (The following statements describe the physical abilities required to perform the essential job functions, although exceptions may be made to these requirements based on the principle of reasonable accommodation.)

1. Ability to communicate with others in order to exchange information and provide case management services.
2. Ability to record and proofread information on forms and charts.
3. Ability to respond to telephones calls and hear speech.
4. Ability to use a keyboard and computer monitor to receive, retrieve, and/or audit information and data on a regular basis.
5. Ability to operate a motor vehicle safely, and remain alert to traffic signs and conditions.

JOB DESCRIPTION: Reentry Specialist

REPORTING RELATIONSHIPS:

1. Reports to the Reentry Supervisor or designee.
2. Has no responsibility for leading or supervising the work of others; may follow-up on the work of caseworkers.

WORKING CONDITIONS:

1. Works in normal office or clinical environments where there are relatively few discomforts due to dust, dirt, noise and the like. May be exposed to unpleasant conditions when conducting home or service provider visits.
2. May work in a corrections facility where there is exposure to potentially disruptive or violent inmates. Potential for harm is limited if establish security precautions and procedures are followed.
3. May be exposed to inclement weather when traveling to various locations. Some exposure to hazards when driving, but potential for harm is limited if safe vehicle operation procedures are followed.

APPROVALS:

Name	Title	Date
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Name	Title	Date
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Name	Human Resources	Date
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The above is intended to describe the general content of and requirements for the performance of this job. It is not to be construed as an exhaustive statement of duties, responsibilities or requirements.



GATEWAY FOUNDATION, INC.

JOB DESCRIPTION

JOB TITLE: Administrative Assistant I

FLSA STATUS: Nonexempt

GENERAL SUMMARY:

Performs office and administrative support duties including composing and typing correspondence and documents, compiling data and preparing summary reports, processing routine financial transactions and billing information, maintaining record keeping and filing systems, scheduling meetings and conferences, and receiving and screening visitors and telephone calls. Serves as administrative liaison between assigned department/center and other Gateway components by gathering and exchanging information related to operational, budget, payroll or personnel issues and procedures.

PRINCIPAL DUTIES AND RESPONSIBILITIES: (The following duties and responsibilities are all essential job functions, as defined by the ADA, except for those that begin with the word "May.")

1. Composes and types variety of materials and documents including correspondence, memos, forms, tables, records and charts from rough draft, general directions, or dictation; using standard computer word processing, database and spreadsheet applications. Proofreads and edits final draft materials for accuracy, consistency and clarity.
2. Compiles data from variety of sources such as logs, lists, invoices and treatment records, and prepares regular summary reports for use by supervisors in monitoring and tracking income, expenses and contract compliance.
3. Responsible for administering or processing routine financial transactions such as petty cash, bank deposits, receipts, ledgers, client personal funds, pass money, and so forth.
4. Depending on area assigned, may assist in processing billings by logging and coding treatments and services, recording treatment hours, or entering required information into records and databases.
5. Maintains record keeping and filing systems including records related to clients, personnel, payroll, attendance, work and purchase orders, and so forth.
6. Completes requisitions for approved office supplies, and standard department/center inventory as requested. Accepts receipts and invoices for nonroutine expenditures, and obtains necessary authorizations for payment.
7. Schedules meetings and appointments. Makes routine travel and conferences arrangements as directed.
8. Serves as administrative liaison between assigned program or department and central offices and services by gathering and exchanging information related to operational, budget, payroll or personnel issues and procedures.
9. Receives and screens visitors and telephone calls, and notifies appropriate personnel, or records messages.
10. Performs variety of general office and administrative duties such as photocopying and assembling documents, sorting and distributing mail and faxes, storing office supplies, processing time cards for payroll, recording and typing meeting minutes, and so forth.

JOB DESCRIPTIONS: Administrative Assistant I

11. Depending on area assigned, may provide client services such as assisting clients with completing forms and applications for insurance or public assistance, verifying treatment funding source or insurance coverage, maintaining case files, and scheduling appointments.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED:

1. Ability to read and write well enough to draft, proof and edit correspondence, reports, tables and the like; and perform simple arithmetic and statistical calculations to prepare and verify summary reports and financial transactions. Knowledge of office systems, procedures, equipment, and computer applications. Necessary ability and knowledge normally acquired through up to one year post high school training in business or office administration.
2. Ability to type complex statistical tables and forms, nonroutine correspondence, reports and the like; and complete data entry accurately and efficiently, at a level normally acquired through training in touch-typing techniques, in high school or beyond.
3. Approximately one to two years related work experience necessary in order to gain requisite skill and knowledge in secretarial and administrative procedures, use and operation of standard office equipment and computer applications, and ability to compose and format presentable documents and tables.
4. Interpersonal skills necessary to be socially perceptive and tactful in gathering and exchanging information, communicating policies; and dealing with visitors, clients, employees and so forth.
5. Analytical abilities necessary to gather and interpret data and information in preparing summary reports, organize and prioritize own work, and verify and correct data and information from variety of source documents.
6. Ability to maintain confidentiality of client treatment and financial information, and personnel files.

PHYSICAL REQUIREMENTS: (The following statements describe the physical abilities required to perform the essential job functions, although exceptions may be made to these requirements based on the principle of reasonable accommodation.)

1. Ability to communicate with others in order to gather and exchange information.
2. Ability to respond to telephone inquiries.
3. Ability to continually proofread, check and verify data from printed form and computer monitor display.
4. Ability to use a keyboard and video display terminal to enter, retrieve, and/or audit information and data on a continual basis.
5. Ability to pull, lift and transport files and documents to and from various locations within office or assigned location.

REPORTING RELATIONSHIPS:

1. Reports to a designated office, administrative, or clinical supervisor or manager.
2. Has no responsibility for leading or supervising the work of others.

WORKING CONDITIONS:

1. Works in a normal office environment where there are relatively few discomforts due to dust, dirt, noise and the like.
2. May work in a corrections facility where there is exposure to potentially disruptive or violent inmates. Potential for harm is limited if established security precautions and procedures are followed.

EXHIBIT D

EXHIBIT D

PERSONNEL EXPERTISE SUMMARY

Complete this Exhibit for any additional personnel not included on previous Exhibit. Resumes may also be provided. The vendor is cautioned to not submit any information that would be considered confidential (e.g. home addresses, personal phone numbers, social security numbers.)

Personnel	Background and Expertise of Personnel and Planned Duties
1. <u>Gregg Dockins</u> (Name) <u>President, Corrections Division</u> (Title) <u>Senior Management Oversight</u> (Proposed Role/Function)	Mr. Dockins has over 25 years of experience as a licensed clinician and program manager in the community-based and correctional treatment fields, with proven results in quantitative and qualitative performance measures. Mr. Dockins will provide Senior management oversight of all Gateway programs, including those in Missouri.
2. <u>Kevin Gilmartin</u> (Name) <u>Service Desk Manager</u> (Title) <u>Information Systems Support</u> (Proposed Role/Function)	Mr. Gilmartin has worked in the information technology field for over 12 years and for 10 years at Gateway Foundation where he now manages support services to the over 40 program sites within Gateway Foundation. Mr. Gilmartin will oversee all aspects of technology and information services that support the Pre and Post-Release Reentry Services.
3. <u>Yolanda Johnson-Davis</u> (Name) <u>Human Resources Director</u> (Title) <u>Personnel Oversight support</u> (Proposed Role/Function)	Ms. Johnson-Davis has over 17 years of experience as a Human Resources Professional and for the past 15 years at Gateway Foundation, now as Human Resources Director where she manages six H.R. Professionals who support over 1100 Gateway Employees. Ms. Johnson-Davis will have oversight of the H.R. and Personnel matters for Gateway's employees.
4. <u>Lynn Noyes-Yamout</u> (Name) <u>Supply Management Director</u> (Title) <u>Oversight of supply and equipment purchases</u> (Proposed Role/Function)	Ms. Noyes-Yamout has been Director of Supply Management for Gateway Foundation for over 13 years, where she manages vendor accounts and has oversight of three full-time Supply Management Specialists who support all of Gateway's Missouri programs in the purchasing and management of vendors who provide goods and services for all of Gateway's programs.
5. <u>Dwayne Lee</u> (Name) <u>Controller</u> (Title) <u>Oversight of Fiscal Departments</u> (Proposed Role/Function)	Mr. Lee has worked in the finance department of Gateway Foundation for over 24 years, including all functions of accounting, receivables and payables and the payroll departments. He will provide oversight to the accountants and payroll specialists who support the Pre and Post-Release Reentry Services

SECTION 3.6: METHOD OF
PERFORMANCE
CONTENTS:

*** EXHIBIT E***

SECTION 2

EXHIBITS F

EXHIBIT G

EXHIBIT E

EXHIBIT E

METHOD OF PERFORMANCE

The vendor should present a written plan for performing the requirements specified in this Request for Proposal. In presenting such information, the vendor should specifically address each of the following issues:

EXHIBIT E, #1

Gateway has prepared a program for the Missouri Department of Corrections, Division of Adult Institutions and Division of Probation and Parole that includes pre and post-release reentry services for referred individuals exiting one of the following four prisons: Northeast Correctional Center (North East Region), Western Reception Diagnostic and Correctional Center (North West Region), Farmington Correctional Center (South East Region), and Tipton Correctional Center (South West Region).

Gateway will begin to provide services prior to an individual leaving prison and within five days of receipt of a referral. All pre and post-release case management services will be provided by a Gateway Reentry Specialist or Supervisor. Gateway will employ three Reentry Specialists and one Reentry Specialist Supervisor to perform assessment and case management services. Pre-release services will include acquisition of necessary consents and other paperwork, assessment, the development of a case management plan, participation in multi-disciplinary case management team meetings, individual meetings between the client and the Reentry Specialist, case management, referrals and linkage, and a group intervention focusing on reentry issues.

Post-release, Gateway Reentry Specialists will continue to work with the participant to navigate the myriad systems he may be involved in or from which he could benefit. Gateway Reentry Specialists will meet with clients at least once every other week to ensure the client's successful reintegration into the community. Meetings may be in-person or via telephone or other technology options (e.g., Skype). Gateway Reentry Specialists will provide clients with support and help them navigate the complexities of exiting the prison system and returning to society. Specific activities include individualized service planning, treatment matching and placement, community referrals and linkages, and ongoing recovery support and program monitoring. Moreover, Gateway will continuously cultivate a provider network so that a broader array of services is available to meet the myriad needs of former offenders in an expanded geographic area.

Gateway will provide strength based case management (SBCM) following a comprehensive needs assessment utilizing the Self-Sufficiency Matrix (see Exhibit E, #9). **SBCM** emphasizes an individual's strengths and teaches goal setting methods that have proven consistent in improving

linkage with treatment and support services in a variety of settings.^{1,2} This approach is described in Exhibit E, #2. Briefly, this method emphasizes strengths the offender already has and how to use them to obtain and maintain success post discharge, and to learn how to set realistic, obtainable short, intermediate, and long-term goals in order to become productive citizens.

Case management services will include identification of needs through a standardized assessment, development of a case management plan, referral/linkage to available community resources to meet the identified needs, on-going communication with clients, and problem solving regarding barriers that they encounter that may inhibit them engaging in or following through with services. Gateway will meet with clients as frequently as needed (contact may be in-person meetings, telephone calls, or the utilization of other technology). It is anticipated that the “dosage” will be much higher immediately following release from prison, an especially risky time for reentrants, and will decrease over time as clients become more stable. For example, when a client is released from prison, the Reentry Specialist will contact the client via daily phone calls for “check-ins.” Even if the call is brief, it is a reminder that the client has a resource and someone who is supportive of him. This level of contact will continue until the client and Reentry Specialist agree that it is no longer needed. Contact will also be maintained with service providers to whom the clients are referred in order to facilitate engagement and follow through.

Gateway’s role in ensuring the success of this program is wide-ranging and subject to the needs of each particular participant. In sum, Reentry Specialists will engage in the following activities.

- Assessment;
- Individualized reentry planning;
- Pre-release psycho-educational groups focused on reentry issues
- Brokering services for the client;
- Monitoring and reporting progress as appropriate;
- Providing client support and helping the client with all involved systems (e.g., treatment, criminal justice, school, and child welfare);
- Providing information about rights, responsibilities, and services;
- Providing practical support by accompanying participants to appointments as needed;
- Phone calls;
- In-person meetings;
- Network development; and
- Advocacy: Case managers should be advocates for the client and the community. This advocacy will lead to strengthening links among clients to positive social support, among the community and among partnering agencies. Vigorous case-level advocacy also

¹ Siegal, H.A., Rapp, R.C., Kelliher, C.W., Fisher, J.H., Wagner, J.H., Cole, P.A. The strengths perspective of case management: a promising inpatient substance abuse treatment enhancement. *J Psychoactive Drugs*. 1995 Jan-Mar; 27(1):67-72.

² Rapp, R. C., Otto, A. L., Lane, D. T., Redko, C., McGatha, S., & Carlson, R. G. (2008). Improving linkage with substance abuse treatment using brief case management and motivational interviewing. *Drug and Alcohol Dependence*, 94(1-3), 172–182. <http://doi.org/10.1016/j.drugalcdep.2007.11.012>

generates information that can be used to document gaps in services and support, and to identify where those gaps are most severe.³

Case Management Plan (CMP)

The case management services offered through this project will be designed around the individual needs of project participants which will be identified through the assessment in conjunction with the institutional and community-based case management team members. The reentry needs will be documented through the development of an individualized Case Management Plan (CMP) for each participant. Gateway plans to integrate the components of the CMP with the existing Transitional Accountability Plan (TAP) in use by the Department of Corrections. The identified areas of need will be documented in the CMP and reviewed and finalized at the case management team meeting. The Reentry Specialist will then coordinate the CMP. The CMP will be reviewed and updated every 30 to 60 days after release, or whenever significant changes occur in the offender's identified needs.

The Case Management Plan may include referrals to address the categories highlighted below. This list is not exhaustive and Gateway acknowledges that individuals may have needs beyond these areas with which we will assist. All CMPs will be individualized according to client needs.

- Substance Use Disorder Treatment
 - Continuum of Care Follow-up
 - Medication Assisted Treatment (when applicable)
 - Support Group Meeting Plans
 - Gateway provides substance use disorder treatment in its St. Louis Outpatient Program, which is DMH CSTAR certified and eligible to provide SUD treatment to offenders who complete DOC institutional treatment and those who have Medicaid health insurance. Gateway could provide SUD treatment to clients referred to the St. Louis area under this contract.
- Mental Health
 - Need for Treatment
 - Psychiatric Services
 - Medication
- Health Care
 - Conditions requiring medical attention
 - Medicaid Eligibility
- Housing
- Employment
 - Described below, Gateway has developed a Career Readiness curriculum that focuses on the skills and behaviors necessary for success in the work world. Gateway Reentry Specialists will offer this group which may be provided pre or post-release depending on the client's needs and time remaining in his sentence.

³ National Institute of Corrections, Transition from Prison to Community Initiative (accessed through www.nicic.gov on April 18, 2016).

→ Gateway Reentry Specialists will conduct a pre-employment assessment with all participants. This assessment will be completed pre-release. Please see Exhibit E, #3 for more details.

- Financial Status
- Education
- Food
- Child care
- Life Skills
- Documentation
 - Driver's License
 - Birth Certificate
 - Other
- Legal Issues
- Transportation Needs
- Recreation/Leisure Activities
- Family/Significant Other Relationships

Pre-Release Services and Activities

The goal of pre-release reentry services is to engage clients in the reentry process, individualize planning to the client's specific assets and challenges, and to empower the client to be an active and responsible participant in his reentry to the community. This will be accomplished through individualized case management sessions focused on the case management plan and reentry activities, group participation, and homework assignments.

Gateway will provide two hours of didactic group sessions weekly to pre-release participants. This group will focus on reentry issues. Gateway's preference is to provide two (2) sixty minute didactic group sessions weekly but we will work with each institution to determine a schedule that accommodates the space and time of that institution. Homework assignments, specific to individual client reentry challenges, will be generated through these activities and will be reviewed in both group and individual case management sessions. Individual case management sessions will be conducted monthly and will be focused on the practical and technical aspects of reentry. We anticipate that during the last four (4) weeks of his sentence, each client will be engaged with his reentry specialist to ensure that individual pre-release reentry planning is increased and more focused. During this time, Gateway will provide weekly, one on one reentry planning sessions with offenders to adequately prepare clients for their release. Reentry Specialists will schedule the necessary appointments within the community of return, compile and provide information for needed resources, and develop specific plans for the clients to ensure that there is no delay in their ability to access services in the community.

Gateway will incorporate a series of curricula for pre-release reentry group sessions. These are described below.

“Mapping Your Re-entry Plan: Heading Home” is an evidence based curriculum developed and published through Texas Christian University’s Institute of Behavioral Research. This intervention is a collaborative, mapping-based intervention for helping clients identify goals for reentry and aftercare. The evidence basis for this intervention is found in the proven value of mapping activities. Mapping is a visual representation strategy for improving communication and decision making that can enhance any therapeutic or psycho-educational exercise, either in group or individual settings. Through the utilization of mapping based interventions, clients will be able to better recognize and confront challenges associated with re-entry and will be able to better prepare to meet those challenges. Sections in this intervention include:

- *Introduction: Mapping, Collaboration, and Reentry Goals* introduces the basics of node-link mapping, the use of structured maps for reentry planning, and the use of feedback from a dynamic assessment of client progress to help guide planning. This approach highlights the importance of developing the case manager-client relationship through collaboration. A thoughtful reentry plan with realistic and measurable goals helps focus the working relationship on a more hopeful tomorrow. This chapter is designed as a primer for reentry staff on simple, yet effective strategies to strengthen motivation and engagement in reentry planning.
- *Session 1: Getting Started: First Maps* sets the collaborative tone for subsequent sessions and introduces the client to working with guide maps. The Reentry Specialist takes the lead in introducing the guide map template. This begins with a review of the Progress Report Feedback map and Transitions to Guide map discussions that center on the client’s experiences, both in the past and present. Clients are then invited to briefly discuss areas of concern and how they have been coping with their concerns. The session ends with an invitation for the client to consider what they hope to make different/improve in their lives once they are released.
- *Session 2: Mapping Goals and Strategies* helps clients begin to identify and prioritize salient goals to work on as part of reentry and to narrow those goals down to clear, specific, and practical plans. Clients first review their homework guide map to discuss strengths and resources they bring to the task. A Goal Planning map is used to begin exploration of goals and a subsequent map is used to invite a conversation about specific steps to take first. As homework, a “planning rocket” guide map is used to summarize considerations for working on the goal and provide the client with a reminder of tasks for the coming weeks.
- *Subsequent Sessions: Mapping Progress and Future Plans* provides an outline for reviewing use of the planning rocket and transitioning to a discussion about attitudes about aftercare planning. The format outlined in these goal-focused mapping sessions can be used for future sessions with the client. A selection of additional maps for subsequent sessions is included that provide templates for reviewing progress toward goals, discussing successes, exploring set-backs, and engaging in further decision making. Helpful maps from previous sessions also can be used again with clients who may identify new goals and concerns.

Employment will also be a central topic for reentry groups. Upon release from incarceration, many offenders are not prepared to immediately enter the workforce. Gateway will conduct group sessions that focus on building the “soft skills” necessary to be successful in the work world. Gateway has developed a six week curriculum entitled “**The Career Readiness Curriculum**”. This curriculum addresses many of the employment barriers newly released offenders encounter. The program addresses the lack of knowledge and understanding of the basic principles of a successful employee. These include but are not limited to: the expected appearance and personal characteristics of an employee, honesty, good communication, time-management, goal setting, problem solving, and teamwork. Through role play, clients discuss ways to appropriately address issues encountered within the workplace and evaluate the effectiveness of their responses. *Please note: Understanding that the time in which a client receives pre-release reentry services in the THU varies, this curriculum will be presented to clients at the time it is most practical, which may either be prior to their release or following their release from incarceration into the community.*

As described below, the curriculum is divided into three modules: Professionalism, Teamwork, and Personal Management. After completing these modules, clients are better prepared to enter the professional workforce.

I. Professionalism

The Professionalism Module provides an overview of professional appropriateness. This includes appearances, personal characteristics, and traits belonging to successful employees. Through guided discussions, clients practice dealing with workplace situations and evaluate the effectiveness of employee based behaviors.

- Characteristics of Professionalism
- Personal Qualities
- Appearance
- Personal Management Skills
- Time Management

II. Teamwork

In the **Teamwork Module**, clients focus on the importance of the team in the workplace. Clients will learn about teamwork and the different roles a worker can have within a team. Clients examine strengths and weaknesses they might have in inhabiting each of the roles. Group Topics include discussions on leadership and describing the traits that make a good leader. Finally, the client will attempt to successfully lead an effective team. Specifically, clients will:

- Identify the characteristics of an effective team
- Understand conflict resolution strategies
- Explain what entails leadership
- Identify types of leaders
- Setting goals

- Selecting the right team members
- Leadership communication
- 5 roles of an effective team
- Assigning roles
- Making leadership decisions

III. Personal Management

In the **Personal Management Module**, clients will learn about the importance of time management. Clients will also learn how to apply a general problem solving method to workplace situations. Specifically, they will:

- Understand the importance of time management
- Identify time management tools
- Explain how to create a time management plan
- Identify when reevaluating must occur
- Identify problem solving
- List the steps of the problem solving method
- Apply the problem solving method to a scenario
- Understand when to consult and compromise

Additionally, Gateway Reentry Specialists will draw from the following materials to address the client's reentry needs from a case management perspective. Given lengths of stay, clients will not receive all interventions; however, Reentry Specialists can incorporate these materials either individually in response to a client's specific needs (and relying heavily on homework) or in group sessions. Each of the curricula below was created by Texas Christian University's Institute of Behavioral Research and can be found in the public domain.

- **Motivation.** "Getting Motivated to Change"- Based on 4 sessions focused on aspects of cognition that govern decisions to change behavior. It relies on visual-communication tools and related cognitive strategies to engage clients in discussions of this topic. Participants are encouraged to make a commitment on a specific behavior or attitude they are willing to work on and report on to the group over the course of the intervention. It features a leader's script, with notes and suggested discussion questions for exploring the meaning of motivation and ways in which clients can develop it and put it into action. Information is explored from a strengths-based perspective that encourages participants to consider goals on which they are willing to work
- **Anger.** "Understanding and Reducing Angry Feelings"- Teaches clients appropriate ways to manage anger so they are more capable of coping with the reality of their situation. The 4-session brief therapeutic intervention is designed to help clients learn to understand and respond to anger in more appropriate ways. They learn to identify anger triggers, to differentiate between healthy and unhealthy anger, to set goals, to plan strategies for interrupting angry patterns, and to utilize progressive muscle relaxation. Sections of this intervention include: Understanding Anger, Managing Anger in Relationships, Mapping Worksheets, The Aggression Cycle, and Links of Interest.

- **Criminal Thinking.** “Unlock Your Thinking Open Your Mind”- Includes 4 sessions aimed at addressing the ingrained pattern of criminal thinking. In this module participants are introduced to various types of mind traps and are challenged to address destructive thinking patterns. Discussions driven by this intervention lead participants towards breaking out of distorted thinking and irresponsible behavioral cycles while striving toward the goal of incorporating socially-appropriate thoughts, actions, and habits. The intervention sections include Feelings, Thoughts, and Mind Traps, Road Block to Healthy Thinking, Thinking and Behavior Cycles, Mapping Worksheets, and Links of Interest.
- **Socialization.** “Building Social Networks”- Primarily geared toward clients struggling with drug use, this intervention focuses on qualities clients can look for in friends and family who may aid them in achieving their recovery goals. Oftentimes, changes in social networks are essential to the recovery process. Upon return to the community, client recovery may be jeopardized if family members or long-time friends are still entangled in a drug-using or a criminal lifestyle. This intervention walks participants through the steps of taking a peer inventory, making new (prosocial) friends, and integrating lifestyle strategies for dealing with old friends and family members. The aspects of getting involved in a support group and finding a sponsor are also covered. The 4 sections include Social Networks in Recovery, Support Groups and Your Recovery, When Other Families Use, Mapping Worksheets, and Links of Interest. This intervention is a collection of modular applications for leading counseling sessions on ways to build and strengthen social support in recovery.
- **Sexual Health Intervention.** “Common Sense Ideas for HIV Prevention and Sexual Health”-Equips clients with knowledge and skills necessary to help reduce Human Immunodeficiency Virus (HIV) and sexually transmitted disease (STD) risks. This 3-session intervention provides group participants with up-to-date HIV statistics and facts and fiction about HIV transmission, and engages them in an “eye opening” risk game for vicarious learning. Participants are taught how to act assertively to protect their health. The sections of the intervention include HIV Update, Acting to Protect Your Health, Mapping Worksheets, and Links of Interest for obtaining further health information. This intervention includes a collection of materials for leading counseling sessions that encourage new ways of thinking about and responding to HIV prevention and sexual health.

Within the didactic group services described, Gateway Reentry Specialists will address the following reentry issues. If there is sufficient interest, Gateway could provide monthly seminars on a topic below that goes into greater detail than what may be covered during group sessions. Information and work sheets for these topics will be drawn from the “2014 Re-entry Skills Building Handbook” compiled and published by the Georgia Department of Corrections and State Board of Pardons and Parole.

- | | |
|------------------|--------------------|
| • Identification | • Work Ethics |
| • Housing | • Transportation |
| • Employment | • Money Management |
| • Careers | • Education |

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

Response to RFPS30034901701492

- Veterans Issues
- Applying for Social Security
- Health and Life Skills
- Mental Health Services
- Substance Use Recovery
- Relationships
- Child Supportive
- Living Under Supervision
- Community Resources

Exhibit E, #2

Prison reentrants face many challenges. Across the United States, drug use, mental illness, and incarceration have become increasingly intertwined. Reentrants who require ongoing services often slip through the cracks, succumbing to recidivism despite there being acquirable healthcare and social service options. Most reentrants will return to communities with high criminogenic needs and will be challenged to find housing, employment, healthcare, and positive support networks.⁴

The provision of case management services by Gateway Reentry Specialists will improve coordination and linkages among criminal-justice, public-health, social-service, and private entities ultimately resulting in a network of agencies to engage reentrants in services that stabilize their lives, contribute to their overall well-being, and successfully reintegrate them into the community.

Gateway will work with male reentrants to provide them with support and help them navigate the complexities of exiting prison and returning to society. It is a simple yet powerful truth that if reentrants can get the help they need, they will be more likely to live healthy, productive lives. Specifically, Gateway will provide assessment and case management to assist participants in obtaining services that will help them successfully transition back into society and sustain a new, prosocial lifestyle. In line with best practice, Gateway staff will begin this process while the individual is incarcerated and will continue to work with him after release. By providing services that span both pre- and post-release, clients will have a “warm handoff”: immediate assistance navigating the complexities of the social-service and healthcare world. Acting as a central point for the client, Gateway Reentry Specialists will assist in creating a more cohesive, easy-to-navigate process without gaps in services.

Our experience with transitional service provision has taught us that a case management model is most effective in accomplishing reentry goals and preparing offenders to be successful when returning to society. Our approach is based on the provision of strength based case management (SBCM) reentry services. SBCM is based on five principles which include: (1) help clients to use their strengths, abilities, and assets to facilitate linkage with treatment and other community resources; (2) encourage client decision-making in plans to link with community resources; (3) promote the client and case manager relationship; (4) encourage client participation in informal sources of assistance; and (5) make contact with clients in their own environment.⁵ By focusing project interventions on these elements, Gateway will implement the SBCM approach to engage clients, gain their participation in project activities, and encourage their participation in all reentry and aftercare services.

Additionally, Gateway's Reentry Specialists and Supervisors will be trained in Motivational Interviewing and Motivational Enhancement techniques which will be employed to establish rapport with clients and to increase their engagement in supportive services. Motivational enhancement techniques are ideally suited to incorporate the assessment and service delivery of

⁴ J. Janetta et al, *Transition from Prison to Community Initiative: Process Evaluation Final Report* (Urban Institute Justice Policy Center, September 2012), 4 (accessed through www.urban.org on April 18, 2016).

⁵ *ibid*

clients involved in the criminal justice system, who are often ambivalent about participating in treatment and other supportive services.

Early initiation of transition planning is crucial, as it establishes a long-term, consistent treatment process and builds rapport between the client and Reentry Specialist, which in turn increases the likelihood of positive outcomes. Gateway agrees with the Department that a team approach is most conducive to reaching reentry goals. Gateway will convene the case management team meeting within five (5) days of receiving a referral. The case management team will consist of Gateway Reentry Specialists, Division of Adult Institution representatives, Probation & Parole officers, family members/significant others, prosocial network groups, Offenders, Mentors, and Community Service Providers. All stakeholders will have the opportunity to contribute to the participant's Case Management Plan.

Each participant will have an individualized Case Management Plan (CMP) based upon their assessment as well as feedback from the case management team and the participant. Participant needs will be outlined according to priority based on the assets, liabilities, and specific areas to be addressed as identified by the Department. An organized plan to meet assessed needs will be developed by the Reentry Specialist in conjunction with offenders and the case management team. Reentry Specialists will research the availability of social services in the community to which offenders will be released. When possible, offenders will be given a choice as to which service provider they would like to use. We understand that the availability of services for reentering individuals is often scant and it is common that there is only a single provider option for certain services. When there are multiple providers, however, Gateway believes that giving clients a choice also gives them ownership and control of their plan. Gateway will always consider the client's preferences and incorporate them to the greatest extent possible.

In order to build community capacity and to proactively reduce any barriers to a successful reentry experience, Gateway Reentry Specialists will track the referrals they make and will meet with community based service providers as needed to identify ways to avoid delays in engaging clients in services. Gateway will diligently document any delays in accessing services and the reason for the delay. All efforts to link offenders to community services will be documented on the forms provided by the University of Missouri and the case management team will be notified when delays occur.

The first weeks after an individual is released from incarceration is an especially risky period for them. A study published in the *New England Journal of Medicine* found former prison inmates were at high risk for death after release from prison, particularly during the first 2 weeks.⁶ With this in mind, Gateway intends for case management services to be particularly intensive immediately following release from prison (utilizing in person meetings, telephone calls, Skype or other technology solutions, etc.). Gateway Reentry Specialists will meet with clients as frequently as needed, but it is anticipated that the "dosage" will be much higher in the beginning and will decrease over time as clients become more stable. For example, when a client is released

⁶ Binswanger IA, Stern MF, Deyo RA, Heagerty PJ, Cheadle A, Elmore JG, Koepsell TD. N Engl J Med. 2007 Jan 11;356(2):157-65. Erratum in: N Engl J Med. 2007 Feb 1;356(5):536. PMID:17215533

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from prison, Reentry Specialists will contact the client via daily phone calls for “check-ins.” Even if the call is brief, it is a reminder that the client has a resource and someone who is supportive of him or her. This level of contact will continue until the client and Reentry Specialist agree that it is no longer needed.

If possible, Gateway will hire individuals with the Missouri Recovery Support Specialist (MRSS) credential for the case-management positions. Peer-support services are delivered by and for individuals who have common life experiences. They have a unique capacity to help each other based on a shared affiliation and deep understanding of this experience⁷ and have often had a similar personal experience navigating the reentry system and can therefore bring their experience to bear. The GAINS Center indicates that “perhaps the most important function of [Forensic] Peer Specialists is to instill hope and serve as valuable and credible models of the possibility of recovery.”

⁷ Substance Abuse and Mental Health Services Administration, “Peer Support and Social Inclusion” (accessed through www.samhsa.gov on April 18, 2016).

Exhibit E, #3

Career readiness and employability skills have become an increasingly critical part of the reentry process. Gateway recognizes that without stable employment, many offenders experience financial difficulties that cause stress and that can lead back to a criminal lifestyle. Additionally, the lack of structured time provided by employment can also lead to recidivating behaviors. Gateway supports clients in furthering their education, acquiring a vocation, or obtaining a job. If for some reason none of these three options are viable, Gateway encourages clients to engage in volunteer work in order to build their employment skills and to develop experience in the workplace, as well as to give back to society.

Upon release from incarceration, many offenders are not prepared to immediately enter the workforce. Gateway places an initial emphasis on building the "soft skills" necessary to become a successful employee. Gateway has developed a six week curriculum entitled "The Career Readiness Curriculum" which addresses many of the employment barriers newly released offenders encounter as well as the basic principles of a successful employee. These include but are not limited to: the expected appearance and personal characteristics of an employee, honesty, good communication, time-management, goal setting, problem solving, and teamwork. Through role play, clients discuss ways to appropriately address issues encountered within the workplace and evaluate the effectiveness of their responses. This curriculum is described in detail in Exhibit E, #1. Understanding that the time in which a client receives pre-release reentry services in the THU varies, this curriculum will be delivered either prior to their release from prison or following their release from incarceration into the community, depending on practicality.

In order to ascertain the clients' career interests and strengths, Gateway has developed a **pre-release employment assessment** to identify both strengths and barriers to obtaining viable employment. The pre-release assessment information is shared with both the client and other stakeholders who will be working with the client after he is released and who can tailor employment readiness services to meet the needs identified in the assessment. The pre-release employment assessment is included on the following page.

PRE-EMPLOYMENT QUESTIONNAIRE
Gateway Foundation

Please complete ALL information contained in this questionnaire to the best of your knowledge.

Name _____ DOC# _____ Date: ____/____/____

Post Release Address _____

Home Phone (____) _____ Cell Phone (____) _____ Email: _____

Education

High School: _____ Graduation Year _____ (or) Received GED/HiSET: _____

College: _____ Date _____ Trade/Tech School: _____ Date _____

Any degrees or certificates? Please list titles and dates received: _____

Work History

Last Pre-Incarceration Employment _____

Dates: From ____ To ____ Rate of Pay ____ Position ____

What were your job duties? _____

Are you eligible for re-hire upon release? _____

Do you have responsibilities that would limit your availability to work? Yes ____ No ____ If yes, please explain _____

Did you have a job while incarcerated? Y N Job Title _____

Job Duties _____ Dates of Employment _____

General Information

What do you consider your work-related strengths? _____

What are your weaknesses? _____

If you could have any job, what would it be? _____

What additional resources do you feel are needed to assist you with seeking employment? _____

Criminal History

Please list all of your criminal convictions below. Please include the charge, year(s), description(s) and age(s) at the time of each conviction.

Post-Release Job Placement Activities

Gateway has developed job placement partnerships with companies that hire ex-offenders and community agencies that have employment opportunities for former offenders. Prior to and following release, Reentry Specialists will provide the client with a list of potential job placements in or near his community and will assist the client in reviewing available jobs, completing applications, and preparing the client through rehearsal of interview skills, including appropriate interview dress, manners, and responses to possible interview questions. The Reentry Specialist will also ensure that the client has transportation to and appropriate attire for interviews. The Reentry Specialist will expect the client to report back on his experience in the interview and together they will discuss next steps. In the event the client is not hired, the Reentry Specialist will meet with him to review the interview experience for areas of learning and practice. Attention will be paid to the client's emotional status at this time. The Reentry Specialist will encourage the client to continue to pursue employment and will continuously work with the client to update potential employers. A case management team meeting may be appropriate if the client appears to be struggling with the inability to obtain employment despite genuine efforts.

Through its experience, Gateway has developed innovative approaches to assisting clients in obtaining employment:

- **Target New and Different Employers**

Gateway is encouraging its clients to explore job opportunities beyond traditional "felon friendly" employers and is also building relationships with such employers. "Felon friendly" employment opportunities, although important as "jobs", are not necessarily conducive to real career development. While felon friendly businesses certainly serve as a source for the stop-gap employment that is often needed immediately upon release, the long term approach will be to coach clients on the attainability of more stable and sustainable career positions. Gateway has identified numerous businesses that hire ex-offenders. A list of such businesses is included in the Appendix.

- **Utilize Training Initiatives**

Trainings are a valuable resource that can provide clients with sought after information and skills. Examples of training opportunities that Gateway staff has identified that benefit many of our justice involved clients with a realistic career path include:

- The HUD Step-Up Apprenticeship Program and the USDA Food Nutrition Services Skill-Up Training provide marketable skills to those clients willing and able to participate.
- Gateway staff members have partnered with the Metropolitan Community College's (MCC) Penn Valley and Business Technology Center campuses to provide short-term skill training opportunities. MCC's Business and Technology Center campus provide short term training classes including: CDL; Warehousing and Forklift; OSHA Certifications; Welding; Robotics; and, Information Technology.

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- **MCC's Educational Opportunity Center** provides guidance to our clients regarding financial aid and student loan deferment as needed.
- **Train Staff**

Gateway's employment readiness staff members have participated in the Kansas Department of Corrections' Offender Workforce Development Specialist (OWDS) training. Subjects included:

- Using Career Development Theories and Tools in Raising Clients' Awareness of Career Tracks Matching Their Interests.
- Design and Implementation of Work Development Services
- Effectively Reducing Barriers to Securing and Maintaining Employment
- Use of Computer Systems and Websites in Career Planning and Job Placement

The information obtained at this training is very informative and also serves as a networking opportunity.

- **Community Engagement**

Gateway staff will continue to explore activities and build relationships in each region which will enhance employment opportunities for released offenders, including introducing clients to the local Division of Vocational Rehabilitation office personnel and the local Missouri Career Centers, making clients aware of job fairs offered in the region, and, when possible, transporting clients to these job fairs. Additionally, Gateway will target The American Job Centers throughout Missouri to assist with employment, particularly since reentry populations are a specific target for some branches.

Gateway Reentry Specialists and Supervisors will continue to network with employers and prospective employers to develop additional resources to enhance employment opportunities and are encouraged to be creative in this endeavor.

Other examples of Gateway's community engagement include participation in the Greater Kansas City Coalition to End Homeless' Workforce Committee. The committee conducts several events throughout the year including **entry-level job fairs**. Prior to the job fairs, **pre-event workshops** are held to prepare clients for interaction with employers. The Coalition also offers **Train the Trainer** events which provide valuable lessons as employers share real-time information on how to best prepare for the job search process and strategies for job retention.

Gateway is also involved with the **Wyandotte County Economic Development Council** which develops activities to enhance pre-employment services and supports for long-term unemployed/underemployed individuals.

Exhibit E, #4

Gateway Foundation works diligently to develop viable recruitment sources, partnerships, and networks in addition to creating robust retention and professional development activities for every program in which we operate. As a result, we have developed a recruitment strategy which includes a description of our recruitment and selection process as well as a timeline for filling all positions.

We start by identifying the possible challenges with recruiting and retaining staff: corrections environments, remote/rural areas, work hours, limited talent and so forth, and carefully established salary ranges for the various positions, taking these factors into account. We have encountered similar challenges when recruiting at our programs located some parts of Missouri as well as in other states. Through these experiences, we have identified a variety of successful methods to recruit and retain qualified employees, based on long-term analysis of our employee retention rates, employee engagement surveys, and location-specific analyses of competitive salary/benefits packages. We believe that the salaries reflected in our budget for this proposal will allow us to hire and retain qualified staff, and will be cost effective in the long term.

To ensure that our recruitment and retention plans remain current with contemporary best practices, we employ a variety of materials to support our methods. For example, the best practices detailed in SAMHSA's Recruitment and Retention Toolkit: Building Blocks for Behavioral Health Recruitment and Retention (Gateway was one of the Pilot Participants in this SAMHSA project). The Recruitment and Retention Toolkit includes guidance on the following topics specific to Behavioral Health staff employment issues:

- Building a Recruitment and Retention Plan
- Recruitment Intervention Strategies
- Selection Intervention Strategies
- Orientation/Onboarding Intervention Strategies
- Supervision Intervention Strategies
- Recognition Intervention Strategies
- Training Intervention Strategies
- Career Development Intervention Strategies
- Support Topics for Staff Retention

Gateway has developed recruitment policies and procedures that include industry standard best practices to recruit qualified candidates to assure the success of our programs. We have experienced staff in our Human Resources (HR) Department dedicated to recruiting and hiring employees for new Gateway Corrections programs. Gateway managers and HR professionals are trained in and familiar with recruitment efforts directed at attracting and retaining qualified individuals.

We also encourage our managers to practice "continuous recruiting," i.e., actively seeking potential candidates on an ongoing basis so that when openings occur, they are able to quickly fill the positions with pre-screened and qualified candidates.

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Recruitment Plan and Timeline

Upon notice of the award, we will post new positions included in the contract on our website (www.GatewayCorrections.org/Careers). The positions are updated electronically on a daily basis and are available to all Gateway employees throughout the country. We will also recruit and hire talent from the local communities for positions using various external strategies. Our Talent Acquisition team has already researched viable recruiting sources in Missouri to attract qualified candidates. The contract implementation team will begin the interview and selection process and will continue their efforts until all positions are filled. In addition to the implementation team, Gateway employees from other corrections-based programs may assist in start-up efforts; those individuals may also choose to apply for permanent positions. .

Gateway Foundation is an equal opportunity employer and does not discriminate in hiring or employment on the basis of race, color, age, religion, national origin, sexual orientation, gender, or disability. Our managers commit to utilizing sound and consistent practices when screening and hiring staff, including both internal and external candidates.

Methods of Advertising Job Opportunities

Gateway uses both internal and external recruiting strategies to advertise our vacancies and promote Gateway as an employer of choice. Internal strategies include offering development opportunities for employees and an employee referral program. All job vacancies are posted and internal staff members are encouraged to apply to positions for which they are qualified. External sources include relevant professional associations' membership, internet job boards, newspaper advertisements, employment agencies, career programs at colleges and universities, professional organizations and networking, and prompt follow-up of unsolicited inquiries. Our advertisements highlight the benefits of working at Gateway, a national provider, including the opportunity for professional development and advancement within the organization.

Internet Job Postings

Gateway recruits successfully through internet job postings on mainstream and industry-specific websites, with postings emphasizing the benefits of working with a program with national focus. This has been an increasing source of referrals for us. We plan to advertise open positions on the following websites:

- www.Careerbuilder.com
- www.Indeed.com
- www.Linkedin.com
- wwwSimplyHired.com
- www.Socialservice.com
- www.iHireMentalHealth.com
- www.Jobs.MO.gov
- www.Craigslist.org

Newspaper Advertisements

Advertising in local community newspapers can be particularly effective and economical for recruiting motivated, career-oriented candidates who may be located outside of metropolitan areas. We have used this method successfully in many states. Other external sources for recruitment include use of employment agencies, access to substance abuse counselor training programs and other social service career programs at colleges, universities and professional organizations.

Additional External Recruitment Sources

Other external sources for recruitment include access to substance abuse counselor training programs and other social service career programs at colleges, universities, and professional organizations. Many of our current leaders in Missouri are involved in professional organizations where they regularly attend events, participate in job fairs, and teach classes at local colleges. These partnerships and connections give us a competitive advantage in finding and attracting top talent. We have identified the resources below in the state of Missouri:

- Missouri Association of Addiction Professionals www.naadac.org/missouri
- National Association of Social Workers – Missouri Chapter www.nasw-mo.org
- Moberly Area Community College www.collegecentral.com/macc
- Hannibal-Lagrange College www.hlg.edu
- Westminster College www.myinterfase.com/westminster-mo/employer/
- William Woods www.williamwoods.edu
- Washington University www.wustl.edu
- Saint Louis University www.slu.edu
- University of Missouri –Columbia www.missouri.edu
- University of Missouri-Kansas City www.umkc.edu
- University of Missouri – St. Louis www.umsl.edu
- Lindenwood University www.lindenwood.edu
- University of Central Missouri www.umco.edu

In addition to the advertisements at colleges and universities and in media publications, our Talent Acquisition team quickly performs follow-up contacts with unsolicited inquiries. We also periodically obtain lists of credentialed counselors in the state for targeted mailing of advertisements for job opportunities. We will work with the state licensing and certification boards and professional associations to obtain lists of credentialed professionals to contact through a direct mailing.

Diversity Initiatives

Gateway is an Equal Opportunity Employer and makes all employment decisions without regard to age, sex, race, color, national origin, disability status, or any other protected characteristic. Gateway has long recognized the value of diversity in the work environment and with respect to service provision. As part of our recruitment strategy, our goal is to focus on the recruitment and

hiring of minorities and individuals who represent our client population. Our Talent Acquisition team posts available positions with local agencies that serve the needs of various ethnic groups that reflect the demographics of our client population, such as Missouri Career Source. In addition, we have a partnership with www.localjobnetworks.com that provides us with a national database of community and diversity organizations that we share our job opportunities with. These diversity initiatives are to ensure that notice of vacant positions reaches qualified individuals from a variety of ethnic groups and to increase our opportunities for hiring employees with diverse backgrounds and experiences.

Gateway has developed Affirmative Action Programs (AAP) for each geographic region in the United States in which we provide services. Each AAP is structured as required by the Office of Federal Contract Compliance Programs (OFCCP) and conforms to all guidelines and requirements both in letter and spirit. Our commitment is to conduct an annual analysis of our workforce and applicant pool to devise strategies to attract individuals in less represented demographic groups.

Process for Screening and Verifying Candidates' Qualifications and Credentials

- All applicants (internal and external) must complete an online application for employment that is reviewed by the talent acquisition team to ensure applicants meet the experience, education, and certification requirements. The application and resume of candidates approved by talent acquisition will be forwarded to the hiring manager, and only those candidates may be interviewed.
- Gateway's HR Department recommends that viable candidates undergo a telephone pre-screen to determine their suitability for a position. Conducting an effective pre-screen saves time as it helps to eliminate those candidates who either do not qualify or those who are not a good fit for the open position. The telephone pre-screen is conducted by the manager.
- Once candidates' eligibility and interest are assessed, managers follow established guidelines for conducting a successful interview. Before commencing the interview, managers carefully review the Application for Employment to ensure that all information is complete and that the application has an electronic signature.
- We conduct team-based interviews using behavioral-based interview questions. We have identified key competencies for each job and developed interview questions to further assess candidates.
- After an interview has been completed, managers review their interview notes and complete the Candidate Assessment Form, rating the candidate in each identified competency. Using the form, the interviewers enter a score ranging from 1 -3 that evaluates the candidate's ability to successfully perform the job duties based on the information gathered in the interview. As a team, the individuals involved in the interview discuss their rankings and work toward a consensus.

- The top candidate(s) are selected and notified that the next step is to obtain previous employer references. After the references are completed, managers may extend a contingent offer pending successful completion of pre-employment background checks and a drug screening. A contingent offer letter is sent to the candidate by HR confirming the job title, rate of pay and a tentative start date.
- Upon acceptance of the job offer, Gateway will initiate the pre-employment background check process by asking candidates to complete a Notice of Authorization form and other consent forms required by the Department of Corrections. The drug screening must be completed within 48 hours of offer acceptance. If the candidate fails the drug screen, HR will send a letter to the candidate rescinding the offer of employment.
- The pre-employment checks include immediately verifying the candidate's education, certification, or license. If the education, certification, licensure, and criminal background checks are acceptable by Gateway and the Department's standards, the candidate is cleared to begin employment. As a multi-state employer, Gateway has identified pre-employment background checks and screenings following individual state guidelines.
- Newly hired employees' certifications and licenses are entered in our HR/Payroll Information System to maintain a record. A report is sent monthly to managers to inform them of employees with upcoming expiring credentials. All employees required to maintain a credential to perform his/her job duties must maintain the credential for continued employment.

New Employee Training and Orientation

Employees new to Gateway will participate in an orientation to the organization, including a review of our expectations for conduct and behavior as well as our key policies, procedures, and other pertinent information. Employees also receive a copy of our Employee Guide that captures some of the same information and provides greater detail for future reference. Employees who have not worked in the institution before will also be oriented in accordance with the Department of Corrections' requirements. Additionally, Gateway often deploys experienced employees throughout our organization to assist with training new employees during the start-up period. This not only provides new employees with formal training, but on-the-job training with employees who are familiar with Gateway policies and procedures.

Employee Retention

Gateway believes high employee turnover and minimally qualified employees adversely affect the quality of the treatment program. Therefore, employee retention is a goal and focus for the entire organization. We have partnered with Press Ganey to conduct periodic employee engagement surveys. The survey results are shared with our employees and then managers

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throughout the organization work closely with their teams to solicit feedback, identify opportunities for improvement, and develop action plans. Gateway also invites employees who voluntarily leave our organization to participate in an exit interview to share feedback about their employment experience. This provides another opportunity to gather specific feedback on how to foster a positive work environment and continue to take strides to make Gateway and Employer of Choice and retain our top talent. Programs experiencing low employee engagement scores or retention are offered additional support from Gateway's management team and Human Resources.

We have found that employee development is essential for employee engagement and delivering the highest quality of service to our clients. To that end, we provide employees with multiple methods to improve their education and qualifications during the course of their employment. Employees who are hired without certification or licensing credentials are encouraged to acquire these credentials. Gateway develops and delivers, at its own expense, in-service trainings for direct care staff and all employees have access to our Learning Management System that provides an online depository of trainings that offer continuing education hours and skills development. Trainings may be conducted by Gateway employees or by non-Gateway professionals when necessary.

Exhibit E, # 5

Gateway recognizes the importance of partnering with the Department of Corrections, Division of Adult Institutions and Division of Probation and Parole, on employment matters to ensure the services provided meet the expectations outlined in the contract. As outlined in this response to the RFP, we have developed a staffing plan that we believe will best serve the client population for review and approval by the state agency.

Upon notification of award, Gateway will provide information on key personnel who will act on our behalf to ensure compliance with the contract. Mr. Stephen Doherty, Gateway's Regional Director for Missouri, will serve as the key personnel and will immediately begin to oversee all activities related to provision of services and implementation of the contract. All candidates considered for employment are subject to pre-employment checks and screenings to ensure the safety of our clients. To further ensure our clients receive the highest quality of care, Gateway has established policies and procedures that outline requirements that all employees must follow. These range from specific standards on conduct to performance expectations. Gateway takes all reports regarding the care and safety of our clients seriously and will take the necessary action to investigate such matters. Gateway will notify the Department of Corrections, Division of Adult Institutions and Division of Probation and Parole of any personnel issues that impact client safety or compromise the quality of care. We believe our established policies and procedures, as well as close supervisory oversight, will minimize these incidents, but ensure that these matters are promptly reported to the state, if any were to occur.

Exhibit E, #6

Gateway is committed to the philosophy that each client is unique and deserves an approach that accommodates his or her distinct treatment needs. We seek to provide the most effective experience possible. This philosophy is particularly relevant for clients who have "special needs" that must specifically be addressed and accommodated if the clients are to succeed in programming. These special needs may include physical disabilities, mental illness, cognitive impairments, learning disabilities, illiteracy, language deficits, hearing impairment or deafness, vision impairment or blindness, and/or other permanent disabilities.

To provide clients with special needs the most equitable and effective treatment possible, Gateway ensures that staff members are trained and remain competent to accurately assess for special needs and to make adjustments in their approaches and case management planning to accommodate a client's special needs.

The following table summarizes the accommodations that Gateway has implemented to assure that the special needs of clients are met.

CLIENT POPULATION	TREATMENT ACCOMMODATIONS OR ADJUSTMENTS
Clients with Physical Disabilities (e.g., non-ambulatory clients, amputees, etc.)	<ul style="list-style-type: none">• Establish realistic reentry goals that account for physical limitations• Set interim steps toward goal achievement• Ensure facility and meeting rooms, including furniture (desks, tables, etc.) are accessible• Adjust length of sessions or schedule breaks to accommodate fatigue; create strategies to conserve energy• Address concurrent psychological and social consequences of the disability such as anger, hopelessness, frustration, social isolation, low self-esteem, etc.
Clients with Cognitive Disabilities (e.g., brain injury, learning disabilities, retardation, etc.)	<ul style="list-style-type: none">• Establish realistic reentry goals that account for cognitive limitations• Set interim and achievable steps toward goal achievement• Adjust frequency and/or length of sessions to accommodate short attention spans• Repeat important information as needed to ensure comprehension• Provide written materials at appropriate reading level or in auditory form; review and "translate" material into simpler or more concrete language as needed; avoid abstract language

	<ul style="list-style-type: none"> • Provide memory aids and encourage note-taking
CLIENT POPULATION	TREATMENT ACCOMMODATIONS OR ADJUSTMENTS
Clients with Sensory Disabilities (e.g., visual impairment/blindness, hearing impairment/deafness, etc.)	<p>For visually impaired or blind clients:</p> <ul style="list-style-type: none"> • Provide re-entry materials in large print or audio form when available • Ensure that pathways are clear of obstacles • Provide signage in large lettering or Braille • Arrange for ancillary services such as readers together with the Department of Corrections, Division of Adult Institutions and Division of Probation and Parole (provided by the Department) <p>For hearing impaired or deaf clients:</p> <ul style="list-style-type: none"> • Together with the Department of Corrections, Division of Adult Institutions and/or Division of Probation and Parole, arrange for sign language interpreters, as needed (provided by the Department) • If possible, provide assistive listening devices for sound amplification, close-captioned videos, and/or computer-assisted transcription • Assess client's ability to lip-read if interpreters are not available • Assess client's ability to communicate orally • Ensure that room is barrier-free and lighting allows clients to see interpreter • Provide written alternatives to verbal material
Clients with Reading Deficits	<ul style="list-style-type: none"> • Provide staff or clients to assist in reading material and documents for clients who have reading deficits • Assess clients' reading and comprehension level during the initial intake process both in person and through obtaining records from their probation/parole officer • As appropriate, provide client mentors to assist clients with reading difficulties in group settings
Clients with Deficits in Written, Spoken, or Receptive Language	<ul style="list-style-type: none"> • Establish realistic treatment goals that account for deficits in written, spoken or receptive language • Set interim and achievable steps toward goal achievement • To the extent possible, remove auditory distractors (noise) that interfere with attention and concentration • Provide staff assistance to explain verbally written material • Provide interpreters as appropriate to the respond to the specific

	deficit (provided by the Department)
Clients with Mental Illness	<ul style="list-style-type: none">• Establish realistic reentry goals• Set interim steps toward goal achievement• If indicated, include medication acquisition as a primary step upon release as well as linkage with healthcare provider/psychiatric services• Reinforce the therapeutic benefits of their medications; medication side effects and healthy ways to deal with them; the importance of frequent communication with a psychiatrist, particularly when attitudes or behaviors change; the need to comply with medication regimens; and common misconceptions that lead to non-compliance and ways to avoid these pitfalls• Reduced staff to client ratios• If client has a co-occurring disorder, integrate services so both (or all) disorders are addressed simultaneously• When appropriate, include referrals to a community mental health center that is contracted with the Department of Mental Health.

Exhibit E, #7

As an established provider in Missouri, Gateway has in existence numerous partnerships that we will be able to leverage for this contract. Furthermore, Gateway will continuously recruit for additional service providers to join our network in order to expand the array and geographic scope of available services.

Gateway has obtained letters of support from a variety of service providers in each of the regions. We will turn these letters into formal memorandums of understanding or linkage agreements if we are awarded this contract. We will also utilize existing community-based providers that are already approved through Probation and Parole. As you know, Gateway is applying for this contract (RFPS30034901701492) as well as a similar solicitation for the Kansas City Reentry Center (RFPS30034901701491). Unfortunately, our letter of support for the Kansas City Reentry Center was accidentally utilized in many of the letters of support that were intended for this application. These letters, although some with the incorrect RFP number, prove our partners' willingness to support us in this project. Again, when we should be awarded this contract, we will enter into a formal MOU/linkage agreement with each agency who has provided a letter of support/commitment.

All reentry services offered via a community network provider will be supplied without cost to the greatest extent possible. All service providers who have provided a letter of support know there is no guaranteed cost reimbursement for services. Given the turnaround time, negotiating cost with each agency providing a letter would not have been feasible; however, this will be formalized in the ensuing agreement/MOU upon award of this contract. Gateway has included funds in its budget to pay for certain support services on a case by case basis.

Please see the table included in *Section 2, 2.2.3* for a summary of current agencies with whom we intend to work as well as agencies we plan to target to join our network.

We are confident that our past successes within prison and community treatment services in Missouri have given us the knowledge and familiarity with the appropriate systems so that we can build a vast, robust, and varied network of community providers able to accept referrals and provide a unique and comprehensive array of services.

LETTERS OF SUPPORT:
NORTH EAST REGION

Access Disability, LLC

Social Security Lawyers

1285 Fern Ridge Parkway, Suite 120

St. Louis, MO 63141

Telephone (314) 450-4700 Fax (314) 450-4707

David Camp, Attorney at Law
Brigid McNamara, Attorney at Law

Erica Nuyen, Attorney at Law
Paul Trim, Attorney at Law

July 10, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Re: Gateway Foundation, Inc. (GFI Services)

Dear Council Members:

On behalf of Access Disability, please accept this letter of support of Gateway Foundation, Inc.'s (DBA "GFI Services Inc.") submission in response to the State of Missouri's RFPS30034901701491 (Post-Release Reentry Services). Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Access Disability is a law firm focusing on the representation of the mentally ill and homeless in the St. Louis region, primarily in Social Security and SSI disability claims. Our four lawyers and staff specialists have a mission to serve the poor and disabled of the region by providing professional and holistic legal advocacy.

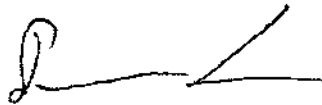
Gateway and Access Disability are committed to best serving individuals returning from incarceration. To that end, Access Disability will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for legal representation in Social Security disability cases if deemed eligible and services are available.

July 10, 2017

Page 2 of 2

In closing, Access Disability looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Very truly yours,

A handwritten signature in black ink, appearing to read 'D. Camp', with a long horizontal stroke extending to the right.

David D. Camp
Attorney at Law
Owner, Access Disability, LLC



ASSISTED RECOVERY CENTERS OF AMERICA
Leaders in Addiction Medicine

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Assisted Recovery Centers of America (ARCA) please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape, as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

ARCA was established in 2001, and is modified medical detox CSTAR facility, approved by the Missouri Department of Mental Health. ARCA was one of the first clinics to offer medical detox and stabilization and psychiatric services for patients impacted by substance use disorder. ARCA specialized in treating both the drug use and psychiatric disorder simultaneously, resulting in improved outcomes. ARCA presently provides treatment to upwards of 750 patients a month through state contracts and MOUs with 8 state-funded CSTAR agencies and federal agencies. ARCA provides services in facilities in St. Louis City and St. Louis County, in St. Francois County, and via telehealth to the following locations: Greater St. Louis Area, Kansas City, Union, Farmington, Potosi, Poplar Bluff, Cuba, Salem, Rolla, Owensville, Dexter, Piedmont, Hannibal and Cape Girardeau.

Gateway and ARCA are committed to best serving individuals returning from incarceration. To that end, we will enter into a relationship with Gateway, to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for the following services:

6651 Chippewa Street, Suite 224 St. Louis, MO 63109

phone: (314) 645-6840 fax: (314)645-6847 web: arcamidwest.com



ASSISTED RECOVERY CENTERS OF AMERICA
Leaders in Addiction Medicine

- Medical detoxification and stabilization
- Psychiatric services
- Medical services for non-addiction related diagnosis like infections, hypertension etc.
- Injection services for patients on Vivitrol
- Case management to help with employment, vocational training, housing etc.
- Other medical/psychiatric/counseling services Gateway may request

In closing, ARCA looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Yours sincerely,

Percy Menzies, M. Pharm.
President

6651 Chippewa Street, Suite 224 St. Louis, MO 63109

phone: (314) 645-6840 fax: (314) 645-6847 web: arcamidwest.com

BAITULMAL CHARITY (House of Goods)
Islamic Foundation Of Greater St. Louis

5911 Southwest Ave. St. Louis Mo 63139 314-833-3333

July 11, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,


On behalf of Baitulmal-House of Goods, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Baitulmal-House of Goods is set up to help Refugees and the less fortunate in the St. Louis area. Our facility is able to provide clothing, personal hygiene products, shoes, some dry foods, house hold items, furniture, baby items and toys. We receive donations from the community and provide these items at no cost to those in need. Our organization has been in operation since November 2015. Since then we have served over 5,000 refugees, and those less fortunate in St. Louis area.

Gateway and Baitulmal-House of Goods are committed to best serving individuals returning from incarceration. To that end, Baitulmal-House of Goods will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway to provide Clothing, Personal Hygiene items, and Furniture.

In closing, Baitulmal-House of Goods looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



Lisa Grozdanic

Task Management

Behavioral Health Network
of Greater St. Louis

2 Campbell Plaza
Plaza Entry 1B
St. Louis, MO 63139-1781
(314) 449-6713
www.bhnstl.org

July 10, 2017

Stacia Dawson
Procurement Officer, Office of Administration, Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Behavioral Health Network of Greater St. Louis (BHN), please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.," submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. Gateway is well suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape, as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

BHN is a not-for-profit organization, whose mission is to expedite a collaborative effort of providers, advocacy organizations, government leaders, and community members. We are dedicated to developing an accessible and coordinated system of behavioral healthcare throughout the Eastern Region of Missouri, with emphasis on services to the uninsured and underinsured citizens of St. Louis City and Franklin, Jefferson, Lincoln, St. Charles, St. Louis, and Warren Counties. Together, we create a better system of care for those impacted by mental health and substance use concerns.

Gateway and BHN are committed to best serving individuals returning from incarceration. To that end, BHN will extend its relationship with Gateway to strengthen the network of community partnerships that directly increase client success upon reentry. Specifically, BHN will support Gateway's efforts by engaging the wide BHN network, specifically by pulling together providers to address concerns for the reentry population in the Eastern Region.

In closing, BHN looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Wendy Orson

Wendy Orson, M.S., L.P.C.
Chief Executive Officer
Behavioral Health Network of Greater St. Louis (BHN)

Center for Life Solutions, Inc.
Improving Life's Quality - One Session at a Time

July 14, 2017
Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Center for Life Solutions, Inc., please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Center for Life Solutions, Inc. is a Medication-Assisted Treatment Program located in Hazelwood Missouri. Through counseling and medication (methadone), we assist those who are addicted to opiate drugs to get into recovery. Our program is staffed by experienced physicians, nurses and Substance Use Disorder Counselors totaling over 100 years of experience. Each patient is individually assessed for his or her specific treatment needs. We provide medical evaluations and appropriate referral services targeted to the opiate user in addition to providing individual, family and group therapy. We offer a dynamic and constantly - evolving program for state funded, Medicaid and private pay patients.

Gateway and Center for Life Solutions are committed to best serving individuals returning from incarceration. To that end Center for Life Solutions, Inc. will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for medication assisted treatment.

In closing, Center for Life Solutions looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Cheryl Hardine



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Connections to Success (CtS), please accept this letter of support for Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. We believe that Gateway is well suited to deliver these services for the Department of Corrections. We are aware of Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

CtS offers a menu of re-entry services (both pre- and post-release) including personal & professional development, job placement and retention assistance, life coaching, mentoring, parenting and healthy relationship skills at our facilities in both St. Louis and Kansas City.

Gateway and CtS are committed to best serving individuals returning from incarceration. To that end, CtS will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for provision of services listed above contingent on available funding resources (internal and/or external) to meet demand.

CtS looks forward to working together with Gateway Foundation providing important services to clients returning home from incarceration.

Sincerely,

Brad Lambert
Chief Operations Officer

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102



Dear Ms. Dawson,

On behalf of the , please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

In response to the teachings of Jesus Christ, our mission at Catholic Charities in Saint Louis is to serve people in need, especially those who are poor and vulnerable; work to improve social conditions for all people in the community; and to call members of the Church and community to do the same. Catholic Charities of St. Louis has been helping people in need since 1912. Organized as a federation of eight agencies, Catholic Charities assists 136,436 people annually through 69 programs at 61 sites. Catholic Charities serves 11 counties in the St. Louis metropolitan area.

Gateway and the Criminal Justice Ministry of Saint Louis are committed to best serving individuals returning from incarceration. To that end, the Criminal Justice Ministry will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area, based on availability and program criteria.

Since 1979 Criminal Justice Ministry (CJM) has served individuals, families and communities impacted by the criminal justice system. From offering services to incarcerated individuals to providing reentry programs for those returning to the St. Louis area, CJM seeks to serve the needs of the most vulnerable without judgement. Last fiscal year, CJM impacted over 23,000 individuals both inside area prisons/jails and throughout the St. Louis community. In order to provide its many services, CJM has 10 full time / part time employees and over 300 volunteers.


In closing, the Criminal Justice Ministry looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience

and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

A handwritten signature in black ink, appearing to read 'D'Agostino', written in a cursive style.

Anthony D'Agostino
Executive Director
Criminal Justice Ministry



July 11, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

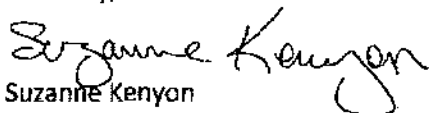
On behalf of DePaul USA please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Our mission is to offer homeless and disadvantaged people opportunities to fulfill their potential and move towards an independent and positive future. Our vision is that everyone has a place to call home and a stake in his or her community. Depaul USA effects change and brings hope to many struggling and marginalized people in the US.

Gateway and DePaul USA are committed to best serving individuals returning from incarceration. To that end, DePaul USA will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, Depaul USA will take referrals in the appropriate capacity for permanent supportive housing.

In closing, DePaul USA looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



Suzanne Kenyon
Program Director
Project MORE
DePaul USA

Depaul USA
St. Louis Programs
2904 Arsenal Street
St. Louis, MO 63118

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United Way
of Greater St. Louis



July 14, 2017

Stacia Dawson, Procurement Officer
Office of Administration, Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Father Support Center, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Father Support Center, Founded in 1997, is dedicated to improving the lives of children and families by encouraging committed and responsible parents. Offering the Responsible Fatherhood Project and Parenting in Partnership Program, Father Support provides the necessary skills for effective parenting, personal, spiritual and emotional development, substance abuse prevention and child abuse and neglect prevention. Father support also provides the Youth Leadership/Development Program and employment mentoring to serve those in need.

Gateway and Father Support Center are committed to best serving individuals returning from incarceration. To that end, Provident Counseling will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for crisis intervention, individual and family counseling.

In closing, Father Support Center looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,


Chester Deanes, V. P. Community Outreach
Fathers' Support Center St. Louis

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Sarah Rutledge
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MO State Prisons

TRISH MATHES MA, MRSS
EXECUTIVE AFTERCARE DIRECTOR

July 13, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Mission Gate Prison Ministry, please accept this letter of support of Gateway Foundation, Inc., doing business in MO as "GFI Services Inc.", submission in response of the State of Mo's RFP S3003491701491, Post-Release Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with their existing commitment and dedication to delivering a high quality of services for clients served in their agency. We are pleased to be considered a community partner in their network of providers.

Mission Gate works in Department of Corrections by offering aftercare presentations and life skill services for offenders. We serve more than 270 men, women and children in our residential aftercare programs by offering housing, life skills classes helping with employment, financial training, mental health, parenting and family counseling and addiction recovery oriented classes. Transportation and job location are also included. (St. Louis homes of Mission Gate serve 75 people per year).

Gateway and Mission Gate are committed to best serving people returning from incarceration. To that end, Mission Gate will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. We will accept referrals from Gateway providing the above services when room is available.

We are excited to have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



Trish Mathes, President
Mission Gate Prison Ministry

Mission Gate Prison Ministry PO Box 6644 Chesterfield MO 63006
Home Office: 636-391-8560 Fax: 636-391-6611

July 17, 2017

Stacia Dawson
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102



Dear Ms. Dawson,

On behalf of MERS/Missouri Goodwill Industries (MERS Goodwill), please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

MERS Goodwill is a comprehensive, community-based organization whose mission is "Changing lives through the power of work." We provided employment, training, and support services to over 63,000 individuals last year in St. Louis and communities across 89 counties of Missouri and Southern Illinois, empowering individuals with significant obstacles to employment by helping them achieve maximum community integration, economic independence, and opportunity.

Gateway and MERS Goodwill are committed to best serving individuals returning from incarceration. To that end, MERS Goodwill will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway who are eligible for funding in our job readiness, employment services, and skills training programs.

In closing, MERS Goodwill looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Dave Kutchback
President/CEO

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President/CEO

Office of Adult Learning and
Rehabilitation Services

St. Louis West-Transition Office
9900 Page Avenue, Suite 104
St. Louis, Missouri 63132-1438
Telephone: 314-587-4877 Fax: 314-877-1530

July 12, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

In regards to: Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services.

Missouri Vocation Rehabilitation (VR) is committed to serving individuals with disabilities and assisting their efforts to go to work and sustain meaningful employment. VR is invested in partnering with entities, like Gateway Foundation, that can connect us with and support individuals. Service to people whose goal is employment is a shared value and we welcome those individuals who are reentering the workforce after incarceration.

We are pleased to be considered a community partner. Gateway and the Missouri Vocational Rehabilitation offices in Saint Louis are committed to serving individuals returning from incarceration. VR will collaborate with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area.

VR is committed to our continued partnership with Gateway Foundation in order to serve shared eligible individuals with disabilities.

Sincerely,

Toby Eckert
Regional Manager
Missouri Vocational Rehabilitation.
314-587-4874. toby.eckert@vr.des.mo.gov



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

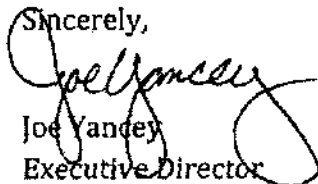
On behalf of Places for People, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Places for People provides opportunities for those with mental illness to overcome challenges and recover. Individuals build permanent, positive change in their lives through safe and affordable housing, mental and physical health services, employment and financial stability.

Gateway and Places for People are committed to best serving individuals returning from incarceration. To that end, Places for People will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area.

In closing, Places for People looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,


Joe Yandey
Executive Director

4130 Lindell Blvd.
St. Louis, MO 63108
Tel: 314-535-5600
Fax: 314-535-6037
www.placesforpeople.org



4066 Dunnica Ave. St. Louis, MO 63116 314-479-6300

July 9, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Preferred Family Healthcare, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Preferred Family Healthcare (PFH) was established in as a non-profit 501(c)3 provider of substance use disorder treatment services in 1979 in Kirksville Missouri. In 2014 PFH In 2014 Preferred Family Healthcare expanded to include comprehensive primary healthcare and dentistry through a Federally Qualified Health Center (FQHC)-Clarity Healthcare, in Illinois. PFH expanded its service line and geographic reach through a merger with Alternative Opportunities (AO) in 2015. In 2016 Preferred Family Healthcare merged with Bridgeway Behavioral Health in St. Charles County, Missouri, a private, not-for-profit organization founded in 1978 to serve clients in need of substance use disorder treatment with a niche in serving victims of domestic violence and sexual assault in the greater St. Louis region.

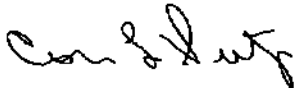
Together the merged organizations comprise over 140 office locations throughout the expansive, 5-state service area and employs over 4,000 qualified staff members. In Missouri, services include employment, foster youth independent life skills, foster care youth case management, adolescent treatment, adult treatment, community services, domestic violence shelters, sexual assault services, primary care, and compulsive gambling treatment programs at 80 locations.

Preferred Family Healthcare is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and provides social services, behavioral health, and primary care (including supported living and employment assistance) across five Midwestern states (MO, OK, AR, KS, and IL).

Gateway and Preferred Family Healthcare are committed to best serving individuals returning from incarceration. To that end, Preferred Family Healthcare will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for Medically Monitored Inpatient Detoxification and Residential Treatment Services through our Comprehensive Substance Abuse Treatment and Rehabilitation programs as funding allows.

In closing, Preferred Family Healthcare looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cori Putz', written in a cursive style.

Cori Putz
Executive VP Treatment



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Provident Inc., please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

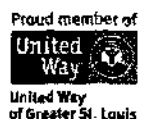
Provident serves individuals, families and the St. Louis community impacted by mental health and behavioral health issues. From offering services to individuals, families and youth, Provident Counseling seeks to serve the needs of the most vulnerable without judgement.

Gateway and Provident, Inc. are committed to best serving individuals returning from incarceration. To that end, Provident will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for crisis intervention, individual and family counseling.

In closing, Provident looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Margaret Schicker, LCSW
Director of Counseling Services



Administrative Office

Southeast Missouri Behavioral Health, Inc.

5536 Highway 32, PO Drawer 459
Farmington, MO 63640
Telephone: (573) 756-5749
Fax: (573) 756-7451
www.semobh.org

July 7, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Southeast Missouri Behavioral Health (SEMOBH), please accept this letter of support for Gateway Foundation's (DBA GFI Services Inc.), response to the State of Missouri's Post-Release Reentry Services (RFP30034901701491). Based on our Agency's experience with Gateway Foundation, they are positioned to deliver these services in a competent and proficient manner.

SEMOBH has worked closely with Gateway Foundation in the past and continues to do so presently.

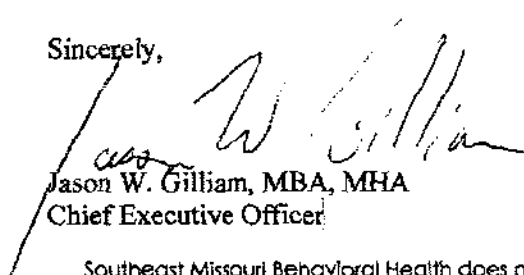
We at SEMOBH, are impressed with Gateway Foundation's commitment to the local area and dedication to delivering the highest quality client services. SEMOBH is a community provider of client referrals to Gateway Foundation and appreciates the strong, communicative, relationship that has developed between our two organizations.

SEMOBH has provided co-occurring, substance use and mental health disorder treatment services to the southeast region of the state, including referrals from Gateway Foundation and others in the St. Louis area, for nearly 40 years.

Gateway Foundation and SEMOBH are both committed to effectively serving individuals reentering the community following incarceration. To that end, SEMOBH will enhance its relationship with Gateway to empower an even stronger network of community partnerships to increase client success in reentry. SEMOBH will continue to accept referrals from Gateway Foundation for behavioral health needs in our area.

SEMOBH looks forward to providing needed services to clients through current and future linkage with Gateway Foundation. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri. We at SEMOBH are excited to have the opportunity to work together with Gateway Foundation, connecting and providing services to our common clients through a meaningful and lasting partnership.

Sincerely,



Jason W. Gilliam, MBA, MHA
Chief Executive Officer

Southeast Missouri Behavioral Health does not discriminate in employment on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or status as a protected veteran, or military status.



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of St. Francis Xavier College Church, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

St. Francis Xavier (College) Church's Social Ministry Outreach Program (SFX Outreach Program) began in 1993 to provide technical and financial support for obtaining birth certificates and Missouri State ID Cards for residents in the St. Louis area. When guests attend SFX Outreach Program's walk-in hours, they meet one-on-one with a volunteer who helps them to navigate the process of obtaining either a US birth certificate (from any state), a Missouri state ID, or both documents. If guests' needed documents require more identification than they have with them, the volunteer assists them in working through their options to prove identity. After ensuring that they have the proper identification to receive their document(s), the volunteer provides guests with vouchers to cover the cost of the documents. These vouchers can be redeemed within one week at the City Hall Vital Records office for Missouri birth certificates and at the City Hall Department of Revenue offices for Missouri State ID Cards. Out of state birth certificate applications are mailed off to the state of birth, with identification requirements varying by state. The SFX Outreach Program also offers assistance with food, personal toiletry kits, and information regarding other services in the area.

Gateway and the Outreach Program at Saint Francis Xavier of Saint Louis are committed to best serving individuals returning from incarceration. To that end, College Church will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area.

The Social Ministry Outreach Program believes in the powerful combination of compassion and strength. With empathy, respect, determination, and optimism, our volunteers get to the heart of what individuals need, bring the joy of faith into their lives, and provide support to improve situations. In touch with the realities of those we serve, the SFX Outreach Program possesses the knowledge and first-hand experience to identify issues and make an impact where it matters most. Many of the Gateway clients benefit from the services and resources offered through our program.

In closing, the SFX Outreach Program looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

A handwritten signature in black ink, appearing to read 'Christine Dragonette', with a long horizontal flourish extending to the right.

Christine Dragonette
Director of Social Ministry
St. Francis Xavier (College) Church



SOCIETY OF ST. VINCENT DE PAUL

HELPING NEIGHBORS STARTS AT HOME

Society of St. Vincent de Paul
Archdiocesan Council of St. Louis
1310 Papin Street
Saint Louis, MO 63103
(314) 881-6000
www.svdpstlouis.org

July 10, 2017

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John Foppe
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Director

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of the Society of Saint Vincent de Paul, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is well suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to partnerships with local service providers as well as their dedication to delivering high quality services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Inspired by Gospel values, the Society of St. Vincent de Paul, a Catholic lay organization, leads women and men to join together to grow spiritually by offering person-to-person service to the needy and suffering in the tradition of its founder, Blessed Frédéric Ozanam, and patron, St. Vincent de Paul.

Gateway and the Society of Saint Vincent de Paul are committed to best serving individuals returning from incarceration. To that end, Saint Vincent de Paul will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area. Our Society consists of more than 3,400 volunteer members belonging to 142 parish-based conferences (chapters). Volunteers make home visits to those in need to provide person-to-person services, including arranging utility and prescription drug assistance and assisting with housing and transportation needs. The Society also operates seven thrift stores which are frequently used for clothing needs for Gateway clients.

In closing, the Society of Saint Vincent de Paul looks forward to providing important services to clients through linkages facilitated with Gateway. We believe Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, and I am pleased to have the opportunity to help connect and provide services to re-entry clients in a meaningful and lasting partnership.

Sincerely,

John Foppe
Executive Director

St. Louis Archdiocesan Council of the Society of St. Vincent de Paul

United Way
of Greater St. Louis





July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of St. Louis Area Food Bank, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

St. Louis Area Foodbank has been helping to provide food and nutrition assistance to low-income residents of Missouri and Illinois for more than 40 years. It is well in keeping with our mission to provide food resources directly to Gateway Foundation Clients and their families.

Gateway and St. Louis Area Foodbank are committed to best serving individuals returning from incarceration. To that end, St. Louis Area Food Bank will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for resources with food for clients who are in transition and in need of basic necessities.

In closing, St. Louis Area Food Bank looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

James Eschen, MSW
Director of Programs
St. Louis Area Foodbank





July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of the , please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

St. Patrick Center provides opportunities for self-sufficiency and dignity to people who are homeless or at risk of becoming homeless. Individuals and families build permanent, positive change in their lives through safe and affordable housing, sound mental and physical health, and employment and financial stability.

Gateway and Saint Patrick Center of Saint Louis are committed to best serving individuals returning from incarceration. To that end, Saint Patrick Center will continue to accept referrals from Gateway for eligible individuals in need of our services throughout the Greater St. Louis area.

St. Patrick Center CEO Leo Paradis in the 1990s achieved the goal to create a one-stop caring center for homeless services. The key to this success was the formation of a network of agencies that expressed the same vision. Leo recognized that this shared concept could be a national model for the care and treatment of people who are homeless and at risk, and turned dream into reality. Needless to say, many of the Gateway clients make use of their services and resources.

St. Patrick Center provides opportunities for self-sufficiency and dignity to people who are homeless or at risk of becoming homeless. Individuals and families build permanent, positive change in their lives through safe and affordable housing, sound mental and physical health, and employment and financial stability.

800 N Tucker Blvd. St. Louis, MO 63101

stpatrickcenter.org

314.802.0700



Catholic Charities
ARCHDIOCESE OF ST. LOUIS



In closing, the Saint Patrick Center looks forward to providing important services to eligible clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Yohe".

Nancy Yohe, MA, CRC
Chief Program Officer
St. Patrick Center
800 N. Tucker Blvd
St. Louis, MO 63101
nyohe@stpatrickcenter.org
314-802-1953



Proud member of

United Way
of Greater St. Louis



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of St. Louis Effort for Aids please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

In 2015, EFA provided direct services to 9,862 individuals and indirect services to 14,798 individuals in the St. Louis Metropolitan Area. Each month, EFA provides comprehensive support services to more than 1,400 clients and reaches approximately 1,500 people for testing and prevention education through our community outreach activities. Our mission is to provide education on the prevention of HIV/AIDS and comprehensive support services to those affected by the disease.

Gateway and Effort for Aids are committed to best serving individuals returning from incarceration. To that end, St. Louis Effort for Aids will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for health education and comprehensive support services for those affected by HIV/AIDS.

In closing, St. Louis Effort for Aids looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly St. Louis reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Cheryl Oliver
Executive Director



LETTERS OF SUPPORT:
NORTH WEST REGION



PROMOTING HEALING AND JUSTICE

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

It is my pleasure to write this letter stating the AdHoc Group Against Crime commitment to collaborating with Gateway Foundation. AdHoc has supported the creation of HSSN, which was designed to strengthening services for returning citizens, and we gladly accept referrals from the Gateway Foundation, as well as refer reentrants to other resources that will support them in making a successful transition back into society.

For almost 40 years, AdHoc Group Against Crime has offered a variety of supportive services that cater to the victims of and families affected by violence in the Kansas City area. In addition to working to prevent crime by working closely with the Kansas City Police Department, the Jackson County Prosecutor's office, and the Jackson County Sheriff's Department, AdHoc provides free grief counseling services to individuals and families impacted by violence, including homicide.

Other programs that AdHoc operates include several media outreach programs to encourage crime prevention and reporting; Thinking for a Change which uses cognitive behavioral interventions to prevent violent reoffending in individuals with criminal and juvenile system backgrounds; support groups for individuals and families impacted by homicide; and the Fatherhood Initiative offers training for the development of parenting skills for area fathers.

AdHoc Group Against Crime will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for five years.

Sincerely,

A handwritten signature in black ink, appearing to read "Damon Daniel".

Damon Daniel
President
AdHoc Group Against Crime

2701 East 31st Street, Kansas City, MO 64128
Office: 816-861-5500
Fax: 816-861-0003
President: Damon Daniel

2701 East 31st Street, Kansas City, MO 64128
Community Hotline: 816-753-1111
Website: www.adhocgroupkc.com
Founder, President Emeritus: Alvin Brooks



July 11, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Journey To New Life, Inc., please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Journey To New Life is a reentry agency specializing in housing for the most vulnerable individuals returning from prison. Most of our clients have been diagnosed with major mental illnesses and/or have a history of addiction. Over the past year we have worked cooperatively with Gateway to mutually support individuals on Missouri Probation or Parole. We have a very complementary association.

Gateway and Journey To New Life are committed to best serving individuals returning from incarceration. To that end, Journey To New Life will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for Emergency Services (food, clothing, shoes, bus passes, cell phones, work clothing and tools, prescriptions, medical copayments, eye glasses, dentures, etc.) and permanent housing at scattered sites.

In closing, Journey To New Life looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

A handwritten signature in cursive script that reads "Georgia K. Walker".

Georgia K. Walker
Executive Director
Journey To New Life, Inc.



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of the Kansas City Public Library, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

The Kansas City Public Library has strong employment services and an overall approach to outreach. Recently released individuals are part of our target demographic for this outreach.

Gateway and the Kansas City Public Library are committed to best serving individuals returning from incarceration. To that end, the Kansas City Public Library will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for the Kansas City Public Library.

In closing, the Kansas City Public Library looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Kim Gile
Community Reference Manager
Kansas City Public Library



Blue River | Business & Technology | Longview | Maple Woods | Penn Valley

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Metropolitan Community College (MCC), please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP30034901701491, Post-Release Reentry Services. MCC has collaborated with Gateway in serving the community and students in the past. MCC would be pleased to be considered a community partner in their network of providers.

Metropolitan Community College (MCC), the oldest and largest public institution of higher learning in Kansas City, MO was founded in 1915. With five campus locations, MCC enrolls over 18,000 students in credit classes each fall and serves several thousands more through short-term workforce development and training. MCC is dedicated to serving the educational needs of the community. The MCC mission of 'Preparing students, serving communities and creating opportunities' is the foundation of all efforts by MCC and its employees. MCC offers over 130 associate degree and certificate programs covering a wide variety of academic and career technical fields. The programs support the varied interests of our students as well as provides an educated workforce for business/industry.

MCC will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for students who desire to improve their educational level and career-ready skills. MCC offers student support resources to all students, including personalized academic advising, opportunities to apply for financial aid, free academic assistance and tutoring, as well as access to educational counselors who can assist students with goal clarification and other supportive strategies.

In closing, MCC looks forward to providing important services to Kansas City reentrants through linkages facilitated with Gateway. I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful partnership.

Sincerely,

Dr. Kimberly Keister
Chancellor
Metropolitan Community College



Metropolitan Organization to Counter Sexual Assault

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Metropolitan Organization to Counter Sexual Assault (MOCSA), please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", and their submission in response to the State of Missouri's RFPs30034901701491, Post-Release Reentry Services. Gateway Foundation has over 50 years of experience and locations in five states. We are excited to work with them as a community partner in serving reentrants.

MOCSA's mission is to improve the lives of those impacted by sexual abuse and assault and prevent sexual violence in our community. We are the only sexual-violence response center in the Kansas City metropolitan region, serving six counties across Missouri and Kansas. For four decades, MOCSA has responded to our community's needs, providing 24-hour crisis line support, community education, professional training, advocacy, and counseling services for child and adult victims of rape. Offender treatment has been a component of MOCSA since its original charter. We have a track record of providing robust assessment, group, and individual treatment services for adult and adolescent sex offenders.

Gateway and MOCSA are committed to best serving individuals returning from incarceration. To that end, MOCSA will accept referrals from Gateway to provide treatment services for returning offenders, supporting a strong network of community partnerships that directly increase client success upon reentry.

In closing, MOCSA looks forward to providing important services to clients through linkages facilitated with Gateway. I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Julie Donelon
President & CEO
Metropolitan Organization to Counter Sexual Assault (MOCSA)

3100 Broadway • Suite 400 • Kansas City, Missouri 64111-2591 • 816-931-4527 • Fax 816-931-4532
24-Hour Crisis Line: 816-631-0233 • 913-642-0233

MOCSA Outreach Sites:

Independence • Northland • Liberty • Lee's Summit • Prairie Village • Olathe
Overland Park • Louisburg • Paola • Kansas City, KS • Central Kansas City, MO
www.mocsa.org





**SWOPE HEALTH
SERVICESSM**

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson:


On behalf of Swope Health Services (SHS), please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701491, Post-Release Reentry Services. I believe Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Gateway and SHS are committed to best serving individuals returning from incarceration. To that end, SHS will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for any services SHS offers, including medical, dental and behavioral healthcare services.

Additionally, clients may have access to our outpatient substance use disorder treatment facility (Imani House) as well as special services for individuals who are experiencing homelessness and living in shelters or transitional housing.

In closing, SHS looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



David R. Barber
President and CEO

LETTERS OF SUPPORT:
SOUTH EAST REGION



ASSISTED RECOVERY CENTERS OF AMERICA
Leaders in Addiction Medicine

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Assisted Recovery Centers of America (ARCA) please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape, as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

ARCA was established in 2001, and is modified medical detox CSTAR facility, approved by the Missouri Department of Mental Health. ARCA was one of the first clinics to offer medical detox and stabilization and psychiatric services for patients impacted by substance use disorder. ARCA specialized in treating both the drug use and psychiatric disorder simultaneously, resulting in improved outcomes. ARCA presently provides treatment to upwards of 750 patients a month through state contracts and MOUs with 8 state-funded CSTAR agencies and federal agencies. ARCA provides services in facilities in St. Louis City and St. Louis County, in St. Francois County, and via telehealth to the following locations: Greater St. Louis Area, Kansas City, Union, Farmington, Potosi, Poplar Bluff, Cuba, Salem, Rolla, Owensville, Dexter, Piedmont, Hannibal and Cape Girardeau.

Gateway and ARCA are committed to best serving individuals returning from incarceration. To that end, we will enter into a relationship with Gateway, to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for the following services:

6651 Chippewa Street, Suite 224 St. Louis, MO 63109

phone: (314) 645-6840 fax: (314) 645-6847 web: arcamidwest.com



ASSISTED RECOVERY CENTERS OF AMERICA
Leaders in Addiction Medicine

- Medical detoxification and stabilization
- Psychiatric services
- Medical services for non-addiction related diagnosis like infections, hypertension etc.
- Injection services for patients on Vivitrol
- Case management to help with employment, vocational training, housing etc.
- Other medical/psychiatric/counseling services Gateway may request

In closing, ARCA looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Yours sincerely,

Percy Menzies, M. Pharm.
President

6651 Chippewa Street, Suite 224 St. Louis, MO 63109

phone: (314) 645-6840 fax: (314) 645-6847 web: arcamidwest.com

GIBSON RECOVERY CENTER, INC.

JOHN GARY
Executive Director

*340 South Broadview Street
Cape Girardeau, MO 63703-5703
(573) 332-0416
FAX: (573) 335-2698*

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

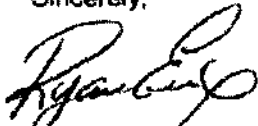
On behalf of Gibson Recovery Center, Inc. please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPs30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Gibson Recovery Center, Inc. is a community based behavioral health treatment program that has operated throughout Southeast Missouri for 39 years.

Gateway and Gibson Recovery Center, Inc. are committed to best serving individuals returning from incarceration. To that end, Gibson Recovery Center, Inc. will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for modified medical inpatient detoxification, residential and outpatient treatment settings.

In closing, Gibson Recovery Center, Inc. looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



Ryan Essex
Chief Operating Officer
Gibson Recovery Center, Inc.

*Service: Social Detox, Residential and Out-Patient Care
Providing alcohol and drug rehabilitative services*

Southeast Missouri Behavioral Health, Inc.

5536 Highway 32, PO Drawer 459
Farmington, MO 63640
Telephone: (573) 756-5749
Fax: (573) 756-7451
www.semobh.org

July 7, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Southeast Missouri Behavioral Health (SEMOBH), please accept this letter of support for Gateway Foundation's (DBA GFI Services Inc.), response to the State of Missouri's Post-Release Reentry Services (RFPS30034901701491). Based on our Agency's experience with Gateway Foundation, they are positioned to deliver these services in a competent and proficient manner.

SEMOBH has worked closely with Gateway Foundation in the past and continues to do so presently.


We at SEMOBH, are impressed with Gateway Foundation's commitment to the local area and dedication to delivering the highest quality client services. SEMOBH is a community provider of client referrals to Gateway Foundation and appreciates the strong, communicative, relationship that has developed between our two organizations.

SEMOBH has provided co-occurring, substance use and mental health disorder treatment services to the southeast region of the state, including referrals from Gateway Foundation and others in the St. Louis area, for nearly 40 years.

Gateway Foundation and SEMOBH are both committed to effectively serving individuals reentering the community following incarceration. To that end, SEMOBH will enhance its relationship with Gateway to empower an even stronger network of community partnerships to increase client success in reentry. SEMOBH will continue to accept referrals from Gateway Foundation for behavioral health needs in our area.

SEMOBH looks forward to providing needed services to clients through current and future linkage with Gateway Foundation. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri. We at SEMOBH are excited to have the opportunity to work together with Gateway Foundation, connecting and providing services to our common clients through a meaningful and lasting partnership.

Sincerely,



Jason W. Gilliam, MBA, MHA
Chief Executive Officer

Southeast Missouri Behavioral Health does not discriminate in employment on the basis of race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or status as a protected veteran, or military status.



July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of St. Francis Xavier College Church, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

St. Francis Xavier (College) Church's Social Ministry Outreach Program (SFX Outreach Program) began in 1993 to provide technical and financial support for obtaining birth certificates and Missouri State ID Cards for residents in the St. Louis area. When guests attend SFX Outreach Program's walk-in hours, they meet one-on-one with a volunteer who helps them to navigate the process of obtaining either a US birth certificate (from any state), a Missouri state ID, or both documents. If guests' needed documents require more identification than they have with them, the volunteer assists them in working through their options to prove identity. After ensuring that they have the proper identification to receive their document(s), the volunteer provides guests with vouchers to cover the cost of the documents. These vouchers can be redeemed within one week at the City Hall Vital Records office for Missouri birth certificates and at the City Hall Department of Revenue offices for Missouri State ID Cards. Out of state birth certificate applications are mailed off to the state of birth, with identification requirements varying by state. The SFX Outreach Program also offers assistance with food, personal toiletry kits, and information regarding other services in the area.

Gateway and the Outreach Program at Saint Francis Xavier of Saint Louis are committed to best serving individuals returning from incarceration. To that end, College Church will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for individuals in need throughout the Greater St. Louis area.

The Social Ministry Outreach Program believes in the powerful combination of compassion and strength. With empathy, respect, determination, and optimism, our volunteers get to the heart of what individuals need, bring the joy of faith into their lives, and provide support to improve situations. In touch with the realities of those we serve, the SFX Outreach Program possesses the knowledge and first-hand experience to identify issues and make an impact where it matters most. Many of the Gateway clients benefit from the services and resources offered through our program.

In closing, the SFX Outreach Program looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,



Christine Dragonette
Director of Social Ministry
St. Francis Xavier (College) Church

LETTERS OF SUPPORT:
SOUTH WEST REGION



Mailing Address:
P.O. Box 7001
Springfield, MO 65801

Phone: 417-631-9082

www.cityreachnetwork.org

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Hope Homes, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

The vision of the Hope Homes is to provide a place of hope and freedom for people dealing with life-controlling issues or desperate situations. The Hope Homes are a 9-month spiritual discipleship and recovery program where residents are held accountable and encouraged to reach their full potential in a faith-filled family style atmosphere. Experienced staff is present 24/7 to facilitate implementation and coordination of all that is needed to run the home effectively and efficiently. Within a structured setting, residents are provided recovery programs, bible studies, life skills, character building, job/school readiness and other life discipline tools. They also engage in work and volunteer services under the supervision of the Hope Home Director. Our goal is to graduate them from the program with the tools and character to live a successful and godly life.

Gateway and Hope Homes are committed to best serving individuals returning from incarceration. To that end Hope Homes will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for persons seeking a recovery program post-incarceration.

In closing, Hope Homes looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

John Caleb Alarid
Lead Pastor | CityReach Springfield
Regional Director | Hope Homes
Area Manager | Prison Fellowship Ministries
Email: jalarid@cityreachnetwork.org
www.springfield.cityreachnetwork.org

Trustees

Dr. Alan Whitehead, PsyD
Dr. Roy Holand, M.D.
Bill Webb

Pat McKee
Ch. Farris Robertson

Recovery Chapel®

217 W. Bennett St. Springfield, MO 65807
(417) 887-7228 fax: (417) 763-3179
www.RecoveryChapel.org

July 10, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Recovery Chapel of Springfield, MO, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFPS30034901701492, Pre and Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Recovery Chapel has 66 beds for men in recovery in Springfield, Missouri and provides an array of recovery support services including long-term sober living residences. We have State, federal, and local clients from DOC, BOP, hospitals and treatment centers.

We are committed to continue to provide the best care possible and are happy to work with professional organizations like Gateway because we have found their people to be cooperative with us in our common interest of helping men find a way to live successfully in society.

Regards,

Farris Robertson

Farris Robertson
Director
Recovery Chapel



SETON CENTER
Helping Neighbors + Metro Dental Care

July 14, 2017

Stacia Dawson
Procurement Officer
Office of Administration
Division of Purchasing
301 West High Street, RM 630
Jefferson City, MO 65102

Dear Ms. Dawson,

On behalf of Seton Center, please accept this letter of support of Gateway Foundation, Inc., doing business in Missouri as "GFI Services Inc.", submission in response to the State of Missouri's RFP530034901701491, Post-Release Reentry Services. I believe that Gateway is the provider best suited to deliver these services for the Department of Corrections. I am impressed with Gateway's existing commitment to the local service provider landscape as well as their dedication to delivering the highest quality of services for all clients served throughout their agency. Therefore, we are pleased to be considered a community partner in their network of providers.

Seton Center is an agency that helps people break the cycle of poverty. The center provides food, hygiene items, clothes, dental services (including county prisoners) and older adult programs.

Gateway and Seton Center are committed to best serving individuals returning from incarceration. To that end, Seton Center will enter into a relationship with Gateway to enable a strong network of community partnerships that directly increase client success upon reentry. Specifically, we will accept referrals from Gateway for food, hygiene items, clothes and dental services.

In closing, Seton Center looks forward to providing important services to clients through linkages facilitated with Gateway. Gateway Foundation has the experience and knowledge necessary to provide quality case management to the people of Missouri, particularly Kansas City reentrants, and I am excited that we have the opportunity to help connect and provide services to these clients in a meaningful and lasting partnership.

Sincerely,

Sister Loretto Marie SCL
Executive Director
Seton Center

Exhibit E, #8

One of the most important factors for an effective case management model is caseload size. Often, case management caseloads are so large that clients do not receive the level of services or attention they need (National Institute of Justice). Gateway has designed its program to provide an effective case management model to as many individuals as possible, intentionally keeping caseloads limited to a size where the intervention does not get compromised. We are proposing caseloads that range from 40-75 unduplicated clients for every Reentry Specialist, with an average caseload size of 60 clients. This range in caseload size allows the flexibility to respond to client needs. For example, we anticipate that clients with special needs or complex situations will require more intensive case management services. In these instances, Reentry Specialists may carry smaller caseloads and their colleagues will have the ability to have additional clients added to their caseload. Additionally, the Reentry Specialist Supervisor will carry a caseload of approximately 30 clients.

It must be noted, however, that if Gateway is awarded all four regions, there would be a substantial increase in the number of clients we are able to serve each year (**200 additional clients!**). An award of all four regions would provide us the resources to include a State Reentry Manager who would bear overall responsibility and management for this contract. This would allow the Reentry Specialist Supervisor to carry a larger caseload thereby serving a greater number of clients at no additional cost to the State.

In total, Gateway anticipates serving the following number of clients annually:

Region	Number of Clients Served Annually if awarded Singular Region	Number of Clients Served Annually if awarded Statewide Contract
North East	210	260
North West	210	260
South East	210	260
South West	210	260
Total	840	1,040

Exhibit E, #9

The needs assessment that will be used to ascertain which services clients need is the **Self-Sufficiency Matrix (SSM)**, also known as the Arizona Self-Sufficiency Matrix. The SSM is an assessment and outcome-measurement tool based on the federal outcomes standard ROMA (Results Oriented Management and Accountability). Reentry Specialists will conduct the case management assessment with clients within the first four (4) working days of a referral in order to prepare for the case management team meeting that will be conducted within five (5) working days of receipt of a referral. This standardized instrument allows Reentry Specialists to gain a holistic view of clients through individual assessments of independence levels, covering multiple quality-of-life domains. The SSM allows for the measurement of client progress or maintenance over time and will be updated as needed.

Specifically, the SSM covers 18 domains that represent major life areas:

- | | | |
|-------------------|-----------------|--------------------|
| • Housing | • Healthcare | • Parenting Skills |
| • Employment | • Coverage | • Legal |
| • Income; Food | • Life Skills | • Disabilities/ |
| • Childcare | • Family/Social | Physical Health |
| • Children's | • Relations | • Mental Health |
| Education | • Mobility | • Substance Abuse |
| • Adult Education | • Community | • Safety |
| | Involvement | |

All domain items are rated on a 5-point Likert scale which ranges from "in crisis" to "empowered". Clear definitions and benchmarks are given for each response category, allowing for uniform data collection and supporting the tool's reliability. Notably, ratings reflect current self-sufficiency levels in each domain, which will greatly aid in client-driven development of individual Case Management Plans (CMP) that address each client's specific transition needs. Needs identified by the SSM will be included in the CMP.

The Self Sufficiency Matrix will be updated throughout the client's time in the program to reflect any changes in the client's major life areas. The client's CMP will, in part, be generated from the needs identified through this assessment. Feedback from other members of the case management team (Division of Adult Institutions, Probation & Parole, family, significant others pro-social network groups and positive reinforcement groups, mentors, and other service providers) will also be incorporated into the CMP. It is important to note that the CMP will be created *with* the client, not *for* the client. The client will work with his Reentry Specialist to identify which issues are most important to him and these continuing care areas will take precedent. Gateway believes that being a part of the process helps clients to make their own decisions and take responsibility for themselves.

Jurisdictions using the Self Sufficiency Matrix have identified the following uses for it:

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

Response to RFPS30034901701492

1. As a **case management tool**, by helping case managers identify their clients' areas of strength, target clients' areas of vulnerability, and document client progress over time.
2. As a **client assessment tool**, by allowing clients to recognize their areas of strength and document their progress as they become more self-sufficient in their areas of vulnerability.
3. As a **management tool**, by identifying the programs that are most effective at promoting clients' self-sufficiency, both across domains and within specific domains.
4. As a **measurement tool**, by allowing programs to clearly document client progress and communicate outcomes to funding organizations.
5. As a **communication tool**, by documenting the weaknesses of individuals in the community and illustrating the success of programs offering services to such individuals.

A copy of the SSM is included below and a summary of its development and psychometric properties can be found in the appendix. A user manual and scoring instructions are available for download in the public domain.

(If using ServicePoint)

Program Name _____ HMIS ID _____

Domain	1	2	3	4	5	Score	Participant goal? (✓)
Housing	Homeless or threatened with eviction.	In transitional, temporary or substandard housing; and/or current rent/mortgage payment is unaffordable (over 30% of income).	In stable housing that is safe but only marginally adequate.	Household is in safe, adequate subsidized housing.	Household is safe, adequate, unsubsidized housing.		
Employment	No job.	Temporary, part-time or seasonal; inadequate pay, no benefits.	Employed full time; inadequate pay; few or no benefits.	Employed full time with adequate pay and benefits.	Maintains permanent employment with adequate income and benefits.		
Income	No income.	Inadequate income and/or spontaneous or inappropriate spending.	Can meet basic needs with subsidy; appropriate spending.	Can meet basic needs and manage debt without assistance.	Income is sufficient, well managed; has discretionary income and is able to save.		
Food	No food or means to prepare it. Relies to a significant degree on other sources of free or low-cost food.	Household is on food stamps.	Can meet basic food needs, but requires occasional assistance.	Can meet basic food needs without assistance.	Can choose to purchase any food household desires.		
Child Care	Needs childcare, but none is available/accessible and/or child is not eligible.	Childcare is unreliable or unaffordable, inadequate supervision is a problem for childcare that is available.	Affordable subsidized childcare is available, but limited.	Reliable, affordable childcare is available, no need for subsidies.	Able to select quality childcare of choice.		
Children's Education	One or more school-aged children not enrolled in school.	One or more school-aged children enrolled in school, but not attending classes.	Enrolled in school, but one or more children only occasionally attending classes.	Enrolled in school and attending classes most of the time.	All school-aged children enrolled and attending on a regular basis.		
Adult Education	Literacy problems and/or no high school diploma/GED are serious barriers to employment.	Enrolled in literacy and/or GED program and/or has sufficient command of English to where language is not a barrier to employment.	Has high school diploma/GED.	Needs additional education/training to improve employment situation and/or to resolve literacy problems to where they are able to function effectively in society.	Has completed education/training needed to become employable. No literacy problems.		
Health Care Coverage	No medical coverage with immediate need.	No medical coverage and great difficulty accessing medical care when needed. Some household members may be in poor health.	Some members (e.g. Children) have medical coverage.	All members can get medical care when needed, but may strain budget.	All members are covered by affordable, adequate health insurance.		
Life Skills	Unable to meet basic needs such as hygiene, food, activities of daily living.	Can meet a few but not all needs of daily living without assistance.	Can meet most but not all daily living needs without assistance.	Able to meet all basic needs of daily living without assistance.	Able to provide beyond basic needs of daily living for self and family.		
Family /Social Relations	Lack of necessary support from family or friends; abuse (DV, child) is present or there is child neglect.	Family /friends may be supportive, but lack ability or resources to help; family members do not relate well with one another; potential for abuse or neglect.	Some support from family/friends; family members acknowledge and seek to change negative behaviors; are learning to communicate and support.	Strong support from family or friends. Household members support each other's efforts.	Has healthy/expanding support network; household is stable and communication is consistently open.		

Domain	1	2	3	4	5	Score	Participant goal? (✓)
Mobility	No access to transportation, public or private; may have car that is inoperable.	Transportation is available, but unreliable, unpredictable, unaffordable; may have car but no insurance, license, etc.	Transportation is available and reliable, but limited and/or inconvenient; drivers are licensed and minimally insured.	Transportation is generally accessible to meet basic travel needs.	Transportation is readily available and affordable; car is adequately insured.		
Community Involvement	Not applicable due to crisis situation; in "survival" mode.	<i>Socially isolated and/or no social skills and/or lacks motivation to become involved.</i>	Lacks knowledge of ways to become involved.	Some community involvement (advisory group, support group), but has barriers such as transportation, childcare issues.	Actively involved in community.		
Parenting Skills	There are safety concerns regarding parenting skills.	Parenting skills are minimal.	Parenting skills are apparent but not adequate.	Parenting skills are adequate.	Parenting skills are well developed.		
Legal	Current outstanding tickets or warrants.	Current charges/trial pending, noncompliance with probation/parole.	Fully compliant with probation/parole terms.	Has successfully completed probation/parole within past 12 months, no new charges filed.	No active criminal justice involvement in more than 12 months and/or no felony criminal history.		
Mental Health	Danger to self or others; recurring suicidal ideation; experiencing severe difficulty in day-to-day life due to psychological problems.	Recurrent mental health symptoms that may affect behavior, but not a danger to self/others; persistent problems with functioning due to mental health symptoms.	Mild symptoms may be present but are transient; only moderate difficulty in functioning due to mental health problems.	Minimal symptoms that are expectable responses to life stressors; only slight impairment in functioning.	Symptoms are absent or rare; good or superior functioning in wide range of activities; no more than every day problems or concerns.		
Substance Abuse	Meets criteria for severe abuse/dependence; resulting problems so severe that institutional living or hospitalization may be necessary.	Meets criteria for dependence; preoccupation with use and/or obtaining drugs/alcohol; withdrawal or withdrawal avoidance behaviors evident; use results in avoidance or neglect of essential life activities.	Use within last 6 months; evidence of persistent or recurrent social, occupational, emotional or physical problems related to use (such as disruptive behavior or housing problems); problems have persisted for at least one month.	Client has used during last 6 months, but no evidence of persistent or recurrent social, occupational, emotional, or physical problems related to use; no evidence of recurrent dangerous use.	No drug use/alcohol abuse in last 6 months.		
Safety	Home or residence is not safe; immediate level of lethality is extremely high; possible CPS involvement.	Safety is threatened/temporary protection is available; level of lethality is high.	Current level of safety is minimally adequate; ongoing safety planning is essential.	Environment is safe, however, future of such is uncertain; safety planning is important.	Environment is apparently safe and stable.		
Disabilities	In crisis - acute or chronic symptoms affecting housing, employment, social interactions, etc.	Vulnerable - sometimes or periodically has acute or chronic symptoms affecting housing, employment, social interactions, etc.	Safe - rarely has acute or chronic symptoms affecting housing, employment, social interactions, etc.	Building Capacity - asymptomatic - condition controlled by services or medication	Thriving - no identified disability.		
Other: (Optional)	In Crisis	Vulnerable	Safe	Building Capacity	Empowered		

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

Response to RFPS30034901701492

Exhibit E, #10

Gateway has developed a personnel plan that will allow us to effectively manage this contract and serve an optimal number of clients. We propose to provide services through Reentry Specialists that will be supported by the appropriate supervision and aid to ensure that all clients are met with a superior level of services and assistance. Gateway will devote extensive resources in order to hire personnel that are qualified and appropriate to provide the pre and post-release reentry services that are required for this contract. We have included detailed information regarding our process for recruitment and hiring in various areas of this proposal. We have also included the organizational charts for each region and a statewide organizational chart should Gateway be awarded all four regions. These organizational charts, included below, represent the anticipated team and how they will be managed and supported. Gateway is not proposing to utilize any subcontractors.

Gateway has included a total of 18 FTEs in its bid, which includes 4.5 staff in each region. We have included a local supervisor over each region, direct service staff, and administrative support staff.

Gateway is applying for all four regions included in this RFP. Gateway has a regional staffing pattern should we be awarded a contract that is for a single region or multiple regions. We have an alternate staffing pattern should the State of Missouri award Gateway a statewide bid. The alternate staffing pattern entails the same number of staff (18) but includes a State Reentry Manager and reduces the Administrative Assistant from two FTEs to one FTE. The State Reentry Manager will manage and oversee the contract which will allow the Reentry Specialist Supervisor to serve more participants and to focus on staff development and program issues. Both staffing patterns are included below.

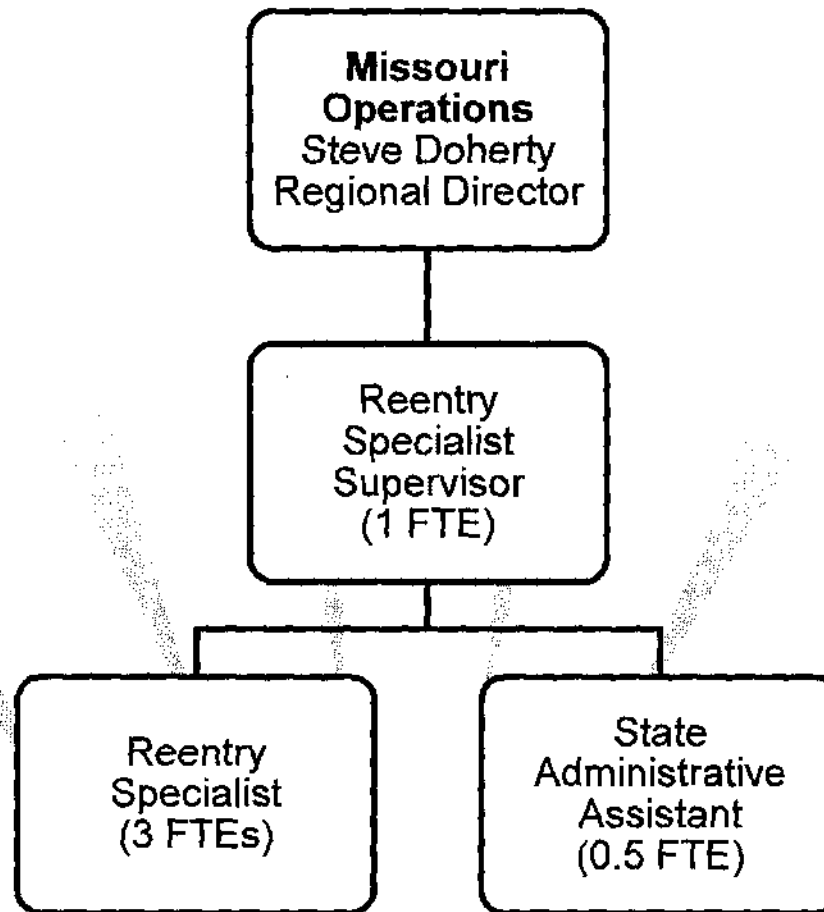
Staffing Pattern- Regional or Multiregional Award

Position	Northeast Region	Northwest Region	Southeast Region	Southwest Region	Total FTEs
Reentry Specialist Supervisor	1	1	1	1	4
Reentry Specialist	3	3	3	3	12
State Administrative Assistant--Part Time	0.5	0.5	0.5	0.5	2
Total	4.5	4.5	4.5	4.5	18

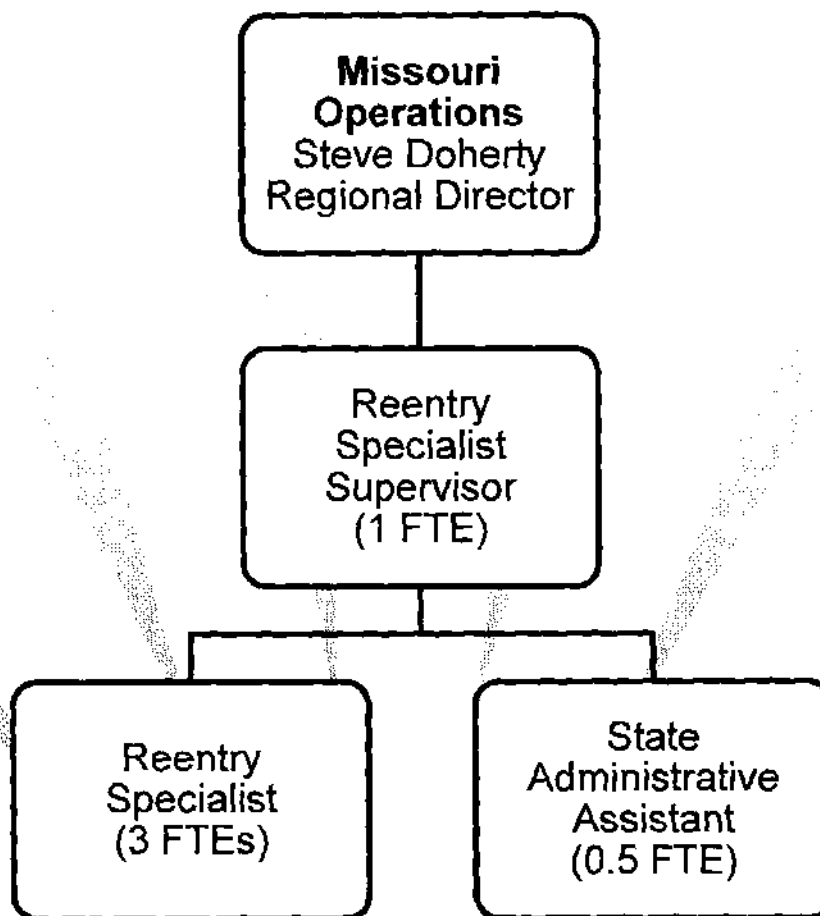
Staffing Pattern- Statewide Contract

Position	Northeast Region	Northwest Region	Southeast Region	Southwest Region	Total FTEs
State Reentry Manager	0.25	0.25	0.25	0.25	1
Lead Case Manager/Supervisor	1	1	1	1	4
Case Manager	3	3	3	3	12
State Administrative Assistant	0.25	0.25	0.25	0.25	1
Total	4.5	4.5	4.5	4.5	18

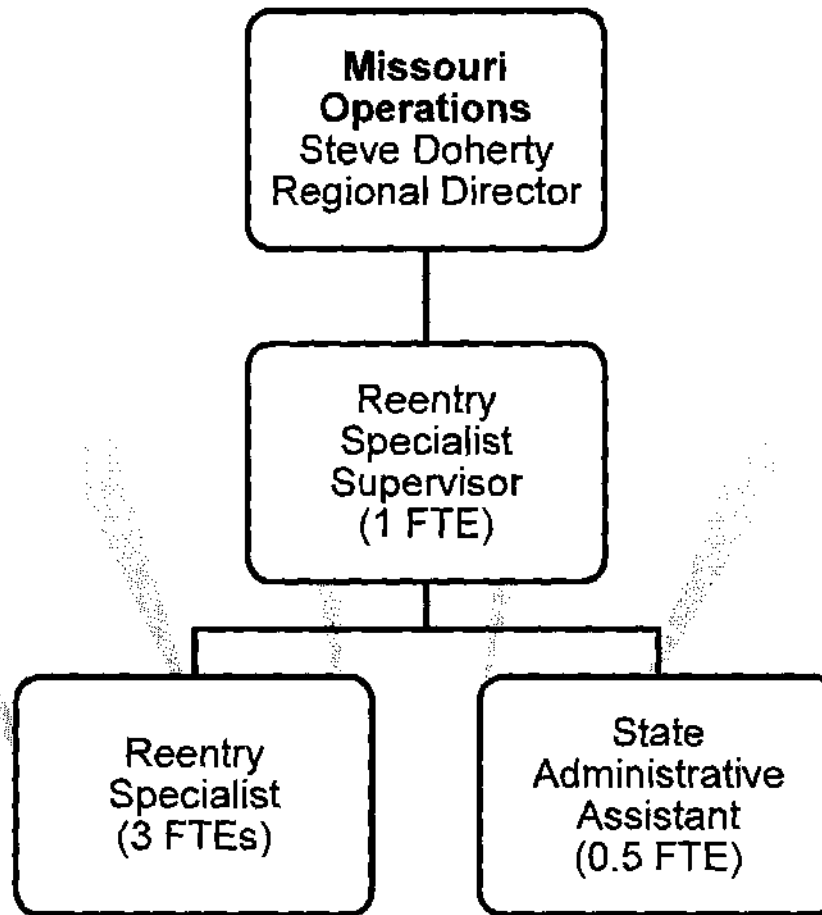
North East Region Reentry Services Organizational Structure



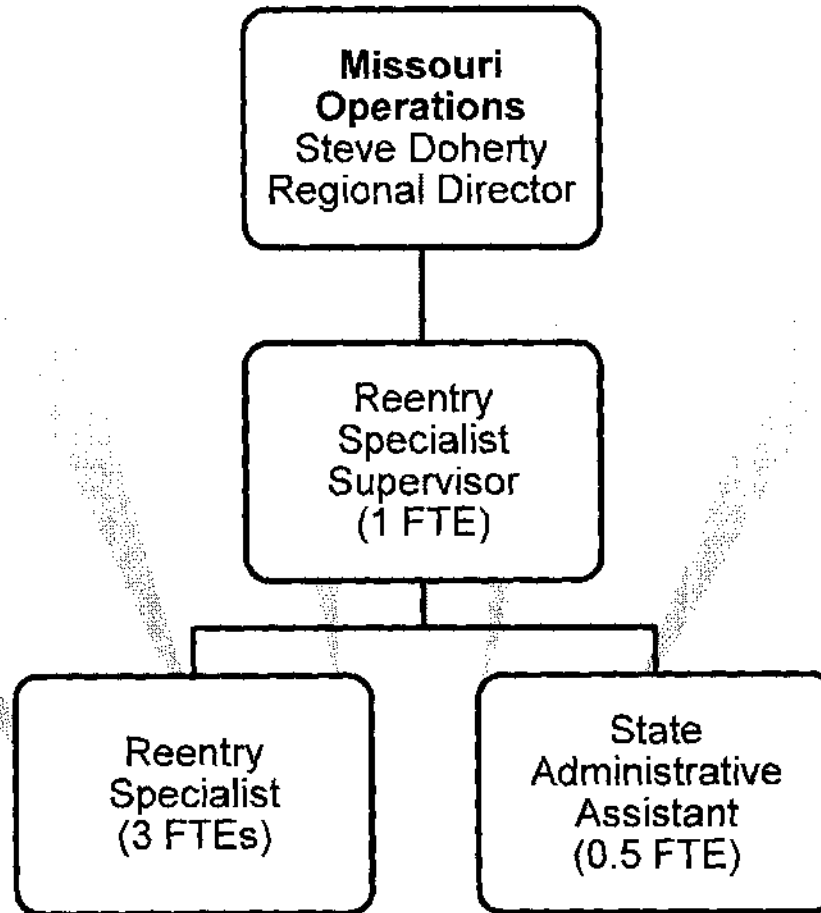
North West Region Reentry Services Organizational Structure



South East Region Reentry Services Organizational Structure



South West Region Reentry Services Organizational Structure



Statewide Reentry Services Organizational Structure

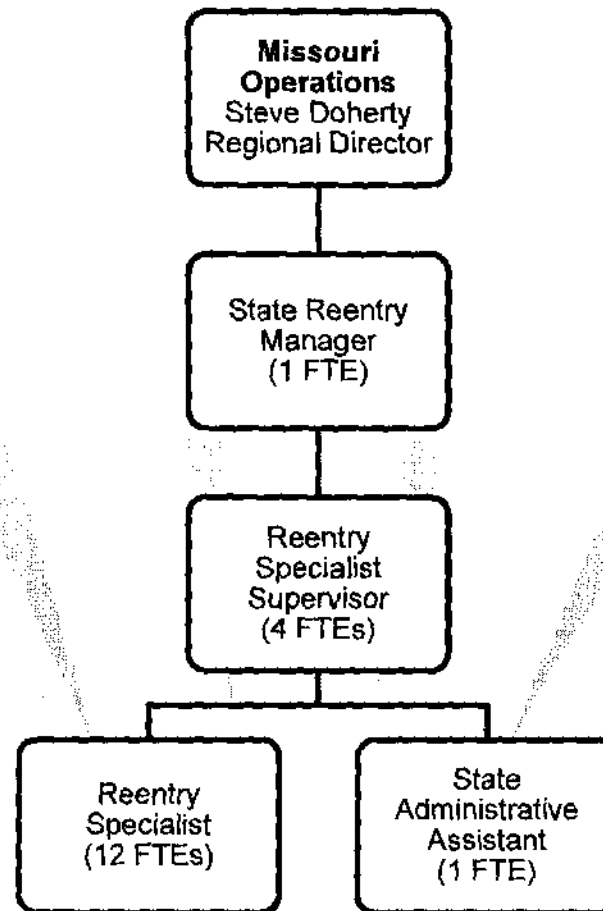


Exhibit E, #11

Gateway Foundation's Corrections Division has operated substance use and co-occurring disorder treatment programs for the Missouri Department of Corrections and the Missouri Department of Mental Health since 1994. We have developed an operational structure that is effective and successful in providing contracted services in these programs. Under this structure, Gateway has successfully provided services in nine (9) locations in Missouri, including seven (7) programs located in the Department of Corrections institutions and two (2) community-based programs for offenders released to the St. Louis and Kansas City areas. Gateway will incorporate this proven management structure to operate the pre and post-release services offered via this contract.

Management Plan

Ultimate responsibility for management and oversight of all organizational operations and commitments, including the contract with the State of Missouri, Office of Administration, will rest with Gateway Foundation's **Board of Directors**. The established duties of the Board include review of the policies that govern the operations of the organization; review of the external and internal audit processes; review of Gateway's process for monitoring compliance with laws and regulation and with the code of conduct; and oversight of Gateway's executive management personnel.

Gateway's **President & CEO, Dr. Thomas Britton**, supervises the Division Presidents for Corrections and Community, Chief Medical Officer, Vice Presidents of Finance, Human Resources, Information Services, and the Central Office Manager. With the exception of the Central Office Manager, these individuals make up Gateway's Executive Management Team, which is responsible for oversight of all operations on a day-to-day basis. The Vice Presidents of Finance, Human Resources, and Information Services serve both Presidents of Corrections and the Community Services Divisions.

Pertinent to this contract, the **President, Corrections Division, Mr. Gregg Dockins**, presently supervises the Regional Directors for Texas and Missouri and the State Directors for New Jersey and Wyoming. The Regional and State Directors oversee operations of all the corrections treatment programs in these states. The Regional Director for Missouri is **Mr. Stephen (Steve) Doherty**. Please see Exhibit C for Mr. Doherty's education and experience.

As illustrated in the organizational chart included in Exhibit E, #10, Gateway proposes to employ a State Reentry Manager who will report to the Regional Director for Missouri. It is important to note that this position is contingent upon award of the entire statewide contract. If Gateway is not awarded all four regions, this position will be removed from the staffing pattern and the Reentry Specialist Supervisor will serve as the local program lead.

The State Reentry Manager will provide oversight for each of the four regional programs located at NECC, WRDCC, TCC, and FCC. Should Gateway *not* be awarded all four regions, the Reentry Services Supervisors in each awarded region will report to the Regional Director and perform the required functions as described for the State Reentry Manager. The State Reentry

Manager will receive at least weekly supervision via telephone contact from the Missouri Regional Director who will make regular on-site visits to the Pre and Post-Release Reentry Services programs.

The State Reentry Manager's relationship with institutional representatives is of utmost importance in maintaining an effective team approach within the context of a secure and safe institution. Gateway recommends that the State Reentry Manager and Department representatives at each facility meet on a regular basis to discuss concerns and opportunities for program enhancement. The State Reentry Manager will work closely with Missouri DOC administration to update/revise current Missouri policies and procedures that enable the facilities to maintain security and Gateway to provide effective programming. Updating of the policies and procedures will be completed within 30 days of award notification.

Gateway's staff, led by the site Reentry Services Supervisors, will interact with Department personnel regularly to ensure communication and agreement on procedures affecting program activities. The Supervisors will serve a dual role: providing both administrative oversight of their assigned program locations and providing direct services to participants. The Supervisors will ensure that services comply with contractual requirements, oversee Reentry Specialists, interact with institutional case management staff, provide training and instruction, and collect and submit required data for reports submitted to the State Reentry Manager. In addition, they will carry a caseload of approximately 30 clients. Gateway believes that this structure ensures the appropriate oversight and management that guarantees satisfactory performance of the re-entry services.

Corporate management support for the Missouri Pre and Post-Release Reentry Services will be provided by personnel in each department located at Gateway's Central Office (headquarters) in Chicago, Illinois, as they currently do for the existing contracts Gateway has throughout Missouri. Gateway will engage its considerable administrative resources to integrate the contract into our overall business systems. A brief synopsis of each of the core elements of Gateway's administrative experience and management functions is provided below:

Gateway's infrastructure includes corporate administrative staff that is headquartered in Chicago, Illinois. Our centralized administrative staff will support the local Missouri Pre and Post-Release Reentry Services staff and includes the following departments: Human Resources, Finance, Information Systems, Accounting, Financial Planning & Analysis, Program Support, and Corporate Compliance. Brief synopses of the core elements of Gateway's administrative support and management functions are provided below. **Each department listed below will support the functions of the Missouri Pre and Post-Release Reentry Services as they do for all Gateway programs.**

Human Resources

Gateway's Human Resources Department consists of 12 team members who serve over 1,300 employees under the direction of the Vice President of Human Resources. The department is divided into three areas: Corrections, Community, and Employee Relations.

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The HR Corrections team is overseen by a Manager, an HR Business Partner, and an HR Representative. This team is responsible for benefits and workers' compensation administration, unemployment compensation, employment, performance management, and compliance with applicable federal, state, and local employment laws.

The Employee Relations team is responsible for investigating employee complaints, leave administration, and Equal Employment/Affirmative Action Planning for both the Corrections and Community Divisions. This team is directed by the Employee Relations Officer.

The HR Department has served the Corrections Division and the corrections field for many years to ensure that staffing requirements outlined by state contracts are met. The Department also assists with efforts to recruit, train, and retain a diverse and competent workforce and providing a positive working environment for all employees.

Information Systems

Gateway maintains an extremely well-resourced Information Systems (IS) Department. The IS team, based in Chicago, is deployed to Gateway's various contracts across the country for contract implementation, hardware/software upgrades to existing contracts, and for special projects, e.g., software customization to meet specific contract needs, wiring/cabling for staff connectivity needs in DOC-owned sites (as permitted), staff training, etc.

The IS department is responsible for the installation and support of technology infrastructure of the organization, including PCs, printers, networks, computer applications, and telephones. Members of this department provide all necessary support for the installation and maintenance of equipment required by Corrections contracts.

Gateway's information technology support team includes twenty-two (22) full-time IT (IS – Information Systems) professionals:

Gateway IT Professional Staff	
Title	Number of Staff
Vice President, Information Services	1
Network Administrators	3
Clinical System Administrator	1
Business Systems Specialist	1
Information Systems Managers	3
IS Security Officer	1
IS Security Analyst	1
Senior Programmer	1
Senior Business Analysts	3
Business Analysts	2
Project Manager	1
Service (Help Desk) Support	3
TOTAL Gateway IS/IT Personnel	22

Because Gateway does not outsource its IT functions, we can ensure timely and responsive service around the clock, including 24/7 IS support. Gateway's IS services fully support a variety of systems for collecting clinical, contract, and billing data.

Finance

Gateway's Finance Department provides fiscal oversight and management. The Finance Department includes several sub-departments that assist with numerous functions related to financial control of the organization and includes: receipt and disbursement of funds, purchasing, payroll, and internal controls.

Accounting

Gateway utilizes the Accrual method of Accounting with June 30 as its fiscal year end. The Accounting Records maintained are General Ledger, Subsidiary Ledgers, Bank Statements, Journal Entries, Fixed Asset Records, Financial Statements, Audit Work Papers, Investment Records, Tax Returns, and Cost Reports.

Financial Statements are generated every month by the 15th of the following month and include: individual cost center Income/Expense reports, consolidated Income/Expense reports for a group of cost centers; Lines of Businesses, Consolidated Income/Expense report for the organization; and Consolidated Statement of Financial position and Investment reports. The Program Managers, Area Directors, Accounting & Finance staff, Budget Department staff, and Executive Management review these reports.

Annual audits are carried out by the auditing firm RSM US Wealth Management LLC. Periodic audits are performed by funding providers.

Financial Planning & Analysis

The Financial Planning & Analysis Department receives and reviews annual budgets prepared by the program and department managers. The annual budgets are then presented to the Executive Management for review. Annual Budgets are approved by the Board of Directors in June each year. Budgets are reviewed every month by management. Adjustments are made if there are changes in the contract amounts or to correct any errors.

Each program or Reporting Unit has an identified staff person who is responsible for the preparation and review of the program budgets in consultation with the State/Regional Director and Gateway's budget department. For this contract, that person will be the State Reentry Manager.

Overall program budgets are prepared based on (1) revenue to be earned for projected services to be delivered times rate per unit of service and performance incentive allowed under the contract if any, and (2) expenses to be incurred for staffing and other costs, to deliver the projected units of services.

Program Support

Renewal of contracts, grants, and awards is monitored by Gateway's Program Support Department. A thorough review of all contractual requirements is conducted upon contract award. A start-up team, consisting of program and administrative staff, is established, and all administrative items are reviewed/planned and monitored in light of the contractual requirements. Contract-specific reporting systems are developed, and a contract compliance monitoring form is developed for program use. Submission of contract required reports and other key program deliverables are monitored by the appropriate administrative unit.

Corporate Compliance

Gateway Foundation developed and implemented a Corporate Compliance Program in 1999. The program is an ongoing, comprehensive strategy to ensure that our organization consistently complies with applicable laws and regulations relating to our business activities. The program consists of seven elements:

- Written policies and procedures/code of conduct which are provided to all staff as part of on-site orientation to the program.
- Appointment of a compliance officer with reporting responsibilities to the CFO, CEO, and the Board of Directors.
- Effective training and communication among staff, with original trainings centered on the compliance program, and contract certifications. Additional training modules will involve program billing, confidentiality, and clinical record keeping.
- Employee reporting mechanism via a dedicated hot line (800-457-2598) for any employee to call with complaints of fraud, abuse, or other compliance issues. The caller may remain anonymous.
- Response and correction policies that allow prompt responses to calls, investigation of complaints, and development of a corrective action plan.
- Discipline and enforcement protocols that entail appropriate disciplinary measures, up to and including termination, that may be included in corrective action plans.
- Auditing and monitoring by the Corporate Compliance Officer, in conjunction with the Gateway internal auditor, who conduct ongoing audits of the highest risk areas.

MONITORING AND ASSESSING SUCCESS

Gateway recognizes the need to continually conduct self-monitoring of its programs and presently performs self-monitoring activities at each of our correctional programs. To ensure that this important function is conducted properly and regularly, Gateway designates the State Reentry Manager and the Reentry Services Supervisor as the staff members responsible for continuous self-monitoring of each program. The State Reentry Manager will monitor the programs for compliance with and achievement of Department and Gateway established goals. Reporting procedures include monthly quality assurance reports that are submitted to the

Missouri Regional Director and quarterly quality assurance reports that are submitted to the President of Gateway's Corrections Division.

Several mechanisms are used to develop, maintain, and ensure the quality of our pre-release and re-entry program activities. We employ a series of internal reviews to self-monitor our activities and identify areas of strength and areas that require improvement. The mechanisms are described in the following sections.

Tracking and Reporting Program Information

Gateway will track and report service information, including information on staff and clients, as required by the University of Missouri. We have developed procedural mechanisms for tracking statistical, narrative, and fiscal information and are prepared to provide quarterly reports in the format desired by the University of Missouri. Gateway will provide the following quarterly reports to the University of Missouri: quarterly narrative reports, tracking sheets, and quarterly financial reports.

At a minimum, quarterly reports will include a detailed description of program operations and activities, the number of offenders served, and any progress made toward output and outcome goals. Gateway also plans to include data on client demographics and referrals. Gateway will submit tracking sheets to the University of Missouri using the format provided by the University. Financial reports will be a detailed account of expenditures incurred by the program.

It is Gateway's understanding that output and outcome goals will be established in collaboration with the University of Missouri, the MODOC, Office of Administration, and Gateway.

All reporting efforts will be completed by the State Reentry Manager, who will be responsible for submitting reports to the Regional Director for review and approval prior to forwarding to the University of Missouri. The Reentry Specialist Supervisor will be responsible for tracking and maintaining accurate data.

Internal Compliance Monitoring

All of Gateway's correctional programs complete Gateway Quarterly Reports consisting of information that substantiates self-monitoring of contractual requirements and that is reported to the Regional Director and Division President. The Quarterly Reports' content will meet reporting procedures, including frequency and subject as required by contract, including the following:

Program Compliance – comprised of:

- Quarterly Reporting (submission of progress toward Output and Outcome goals), as required by contract to University of Missouri, MODOC (if required) and Regional Director via Site Reports submitted to President, Corrections Division
- Annual Report

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Staff Performance – comprised of:

- If applicable, Clinical Supervision (internal Gateway monitoring via 204.1 Clinical Supervisor Form for all employees at program site, including Program Director)
- Staff Training (Quarterly report to the University of Missouri, MDOC (if required), as required by contract and to Regional Director via Site Report)
- Staff Development (internal Gateway monitoring via state specific contractual requirements)

Client Services – comprised of:

- Required Service Delivery (Quarterly reports {includes Tracking Sheet data}, as required by contract to the University of Missouri, MODOC {if required}, as required by contract and to Regional Director via Site Reports that are also submitted to President, Corrections Division)
- Documentation (File Audits-summarized in internal Gateway monitoring reports with monthly audit data aggregated and submitted to Regional Directors via Site Reports that are also submitted to President, Corrections Division)

Method of Tracking and Evaluating Achievement of Outcome and Output Goals

Gateway management will consolidate output and outcome goals at each program site and maintain the data. We anticipate establishing actual outcome and output targets in collaboration with the University of Missouri, with input from the Department and any other stakeholders. Gateway proposes that a baseline for these targets could be established on data garnered during the first year of services. The State Reentry Manager and/or Regional Director will keep a master hard copy and a computerized database that contains a consolidation of all the programs' statistical reports.

If issues of non-compliance are identified in the monitoring report(s), Gateway will submit a written Corrective Action Plan (CAP) to the identified DOC representative or designee. The CAP may also need to be submitted to the University of Missouri. The CAP will:

1. Identify the area of concern or deficiency
2. List the steps Gateway will take to correct any deficiencies
3. List timelines for corrections
4. Describe how progress will be measured

Internal File Audits

The Reentry Services Supervisor at each site will be charged with ensuring that documentation occurs in a timely, accurate, and appropriately descriptive manner. Supervision of files occurs at regularly scheduled intervals. Random, unannounced file audits will be performed by the State Reentry Manager. Results of file supervision are included as part of routine supervision with the Reentry Specialists. The goal of file supervision sessions is to provide the Reentry Specialists with written instructions for maintaining and correcting each client file. Supervision will also

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ensure that client needs are addressed and accurately documented and that the assessment and problems identified in the Case Management Plan are consistent and accurate.

File supervision will be noted in each client file via the following note: *Date Reviewed/ Supervisor's Signature*. A defined percentage of files are audited monthly (typically 10%). The State Reentry Manager or Reentry Services Supervisor will review selected files more frequently should they determine that files are not meeting standards. All admission/discharge documents are reviewed at 100% upon completion.

A client file review form is utilized as the "audit tool" and is completed by the Reentry Services Supervisor. The Supervisor identifies any deficiency and the expected correction date. When Reentry Specialists have corrected the deficiencies, the form is signed by the Reentry Specialist and is placed in the Reentry Services Supervisor's desk file. These forms provide the basis for noting progress on the Reentry Specialists' monthly supervision documents and annual performance evaluation.

Monthly file audit results are submitted to the State Reentry Manager with identification of patterns or trends and corrective actions, when necessary. The following month's report is expected to note progress in actions taken and/or correction of the previous month's deficiencies.

Client File Audit results will be included in the Quarterly and Annual Reports if requested by the University of Missouri, the Office of Administration, or the DOC.

Program Personnel Oversight

Gateway proposes to employ four and a half staff per Region to provide contracted pre and post-release reentry services. Staff will furnish a needs assessment, reentry groups, and case management services to prepare offenders for successful re-entry into the community. The Reentry Services Supervisor provides job performance supervision, as well as service provision supervision. Monthly and annual supervision offer opportunity for observation, evaluation and feedback to advance or enhance the Reentry Specialists' knowledge and skills, as well as identifying training needs. Oversight of staff performance is an important component of a program's monitoring to ensure quality services for clients.

Personnel

In addition to the Corporate Management resources listed above, Gateway has included a total of 18 FTEs in its bid. We believe this staffing pattern, which includes 4.5 staff in each region, will allow us to effectively manage this contract and serve an optimal number of clients. We have included a local supervisor over each region, direct service staff, and administrative support staff.

As previously mentioned, Gateway is applying for all four regions included in this RFP. Gateway has a regional staffing pattern should we be awarded a contract that is for a single region or multiple regions. We have an alternate staffing pattern should the State of Missouri award Gateway a statewide bid. The alternate staffing pattern entails the same number of staff (18) but includes a State Reentry Manager and reduces the Administrative Assistant from two FTEs to one FTE. The State Reentry Manager will manage and oversee the contract which will

allow the Reentry Specialist Supervisor to serve more participants and to focus on staff development and program issues. Both staffing patterns are included below.

Staffing Pattern- Regional or Multiregional Award

Position	Northeast Region	Northwest Region	Southeast Region	Southwest Region	Total FTEs
Reentry Specialist Supervisor	1	1	1	1	4
Reentry Specialist	3	3	3	3	12
State Administrative Assistant--Part Time	0.5	0.5	0.5	0.5	2
Total	4.5	4.5	4.5	4.5	18

Staffing Pattern- Statewide Contract

Position	Northeast Region	Northwest Region	Southeast Region	Southwest Region	Total FTEs
State Reentry Manager	0.25	0.25	0.25	0.25	1
Lead Case Manager/Supervisor	1	1	1	1	4
Case Manager	3	3	3	3	12
State Administrative Assistant	0.25	0.25	0.25	0.25	1
Total	4.5	4.5	4.5	4.5	18

Exhibit E, #12

- *Provide a description of the proposed services that will be performed and/or the proposed products that will be provided by Missourians and/or Missouri products.*

Gateway has had a strong presence in Missouri for over 20 years, growing from one program location in downtown St. Louis in 1994, employing 22 staff members, to currently employing 148 staff members in eight (8) sites across Missouri. Gateway's total budgeted salary, wages and benefit expense for Fiscal Year 2018 (July 2017 – June 2018) for Missouri employees exceeds \$6.2 million. Gateway projects that if we are awarded a contract for all four regions, a total of eighteen (18) additional employees will be hired, adding almost \$800,000 in payroll and benefits provided to Missourians. Additionally, approximately \$75,000 has been budgeted to purchase supplies and to pay for in-state travel expenses, all of which will be procured by Missouri businesses.

Gateway has prepared a program that includes pre and post-release services for individuals exiting one of the following four prisons: Northeast Correctional Center (North East Region), Western Reception Diagnostic and Correctional Center (North West Region), Tipton Correctional Center (South East Region), and Farmington Correctional Center (South West Region).

As described throughout this proposal, Gateway will begin to provide services prior to an individual leaving prison. Services will include assessment, case management, referrals, and a group intervention focusing on reentry issues. Post-release, Gateway Reentry Specialists will meet with clients at least once every two weeks to ensure the client's successful reintegration into their community. Gateway Reentry Specialists will provide clients with support and help them navigate the complexities of exiting the prison system and returning to society. Specific activities include individualized service planning, treatment matching and placement, community linkages with primary care and supportive service providers, and ongoing recovery support and program monitoring. Moreover, Gateway will continuously cultivate a provider network so that a broader array of services is available to meet the myriad needs of former offenders in an expanded geographic area.

All referral resources utilized for pre and post-release reentry services will be Missouri based agencies that provide housing, food, medical, dental, legal, job skills and employment services, as well as other needs to Missouri citizens. While hard to quantify, the anticipated indirect impact to Missouri's economy will be the reduced expense of incarceration of the offenders served by this program and increased employment rates of these former offenders who will pay state income taxes as they become self-supporting and self-sufficient. Case management is supported in the research literature as an evidence-based practice. Studies have shown cost benefits, through reduced recidivism, of cross-system integration for offender transition services.⁸ Studies also show that case management improves shorter-term outcomes of treatment for substance-use disorders.⁹ Finally, a study of specific case-management agencies demonstrates that individuals

⁸ Inciardi, 1996, Abt Associates, 1995; Swartz et al, 1996.

⁹ Schwartz et al., 1997.

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who receive case management do better in terms of reduced recidivism and reliance on government programs than those who do not receive case management.¹⁰

- *Provide a description of the economic impact returned to the State of Missouri through tax revenue obligations.*

Gateway paid \$127,771 to the State of Missouri in FY17 in state income tax. As a not for profit, Gateway does not pay other types of excise or property taxes.

When considering the return on investment of case management programs for individuals exiting prison, additional positive economic impacts can be achieved. For example, the Washington State Institute for Public Policy examined the benefit-cost results of case management for drug-involved persons leaving correctional institutions. Their results are highlighted below.¹¹

Benefits to:			
Taxpayers	\$1,527	Benefit to cost ratio	\$14.84
Participants	\$488	Benefit minus cost	\$5,329
Others	\$2,332	Chance the program will	85%
		produce benefits greater than the	
		costs	
Indirect	\$1,367		
Total benefits	\$5,714		
Net program cost	(\$385)		
Benefits minus cost	\$5,329		

Benefits from Changes to:			Benefits to:		
	Participants	Taxpayers	Others	Indirect	Total
Crime	\$0	\$1,130	\$2,143	\$574	\$3,847
Labor market earnings associated with illicit drug abuse or dependence	\$450	\$204	\$0	\$887	\$1,542
Health care associated with illicit drug abuse or dependence	\$38	\$193	\$189	\$99	\$518
Adjustment for deadweight cost of program	\$0	\$0	\$0	(\$193)	(\$193)
Totals	\$488	\$1,527	\$2,332	\$1,367	\$5,714

¹⁰ Treatment Alternatives for Safe Communities (accessed through www.tasc.org on April 18, 2016).

¹¹ Washington State Institute for Public Policy, Case management for drug-involved persons, Adult Criminal Justice: Corrections. Updated May 2017.

- *Provide a description of the company's economic presence within the State of Missouri, including Missouri employee statistics.*

Gateway has had a strong presence in Missouri for over 20 years, growing from one program location in downtown St. Louis in 1994, employing 22 staff members, to currently employing 148 staff members in eight (8) sites across Missouri. Gateway's total budgeted salary, wages and benefit expense for Fiscal Year 2018 (July 2017 – June 2018) for Missouri employees exceeds \$6.2 million.

Gateway employs 148 staff throughout its Missouri programs, including 141 Missourians (some staff resides in bordering states). The table below highlights our employee statistics.

Employee Statistic	Number
Total # of Employees	148
Female	93
Male	55
Asian	2
Black or African American	20
Hispanic or Latino	1
White	122
Two or More Races	3
# of Veterans	28
# Live In MO	141

SECTION TWO

2.1 General Requirements:

2.1.1

Gateway Foundation (Gateway) will provide and maintain pre and post-release reentry services for male offenders (also referred to as clients/participants) referred by the Missouri Department of Corrections while these offenders are still incarcerated (under the Division of Adult Institutions) and following their release to the identified regions of the state (under the Division of Probation and Parole). Within this proposal, we have outlined in detail how these services will be delivered, and how the provisions and requirements of this contract will be met.

Gateway Foundation is proposing to provide pre and post-release reentry services to offenders referred by the Missouri Department of Corrections in each of the four regions: Northeast, Northwest, Southeast and Southwest, providing the pre-release reentry services from Northeast Correctional Center, Western Reception and Diagnostic Correctional Center, Farmington Correctional Center and Tipton Correctional Center respectively. Pre-release services will be provided in these facilities and post-release services will be offered in the communities to which offenders are released and as described in this solicitation.

Gateway is prepared to offer services to all offenders referred by the Department, including sex offenders. Gateway is accustomed to this type of collaborative referral process currently employed in all institutional-based programs contracted with and accepting offenders from the Missouri Department of Corrections and in our community based outpatient programs contracted with both the Department of Mental Health (serving DOC referred clients) and the Federal Bureau of Prisons (referred to St. Louis' outpatient program). This partnership with the Department has been mutually successful during our 20 years of service with the state.

Gateway has developed a reputation for being responsive to the needs of the Department and responsive to any concerns presented by the Department. Our experience has been that Department reviews of our service delivery and contract compliance have resulted in few, if any, deficiencies. On those rare occasions when a deficiency is identified, we have addressed them thoroughly and satisfactorily using our well-developed systematic plan of corrections. Gateway looks forward to implementing this same high-quality service delivery in the Pre and Post-Release Reentry Services under this contract.

2.1.2

Gateway is submitting a response for all four regions included in this RFP. Gateway is proposing to provide pre and post-release reentry services to offenders referred by the Missouri Department of Corrections in the Northeast, Northwest, Southeast, and Southwest regions, providing the pre-release reentry services from Northeast Correctional Center, Western Reception and Diagnostic Correctional Center, Farmington Correctional Center, and Tipton Correctional Center respectively.

Gateway understands and plans to provide post-release reentry services to offenders referred by the Department who will return to those counties outlined in section 2.1.2. Gateway will provide

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the post-release services in the communities in which offenders are released, and make referrals to community resources within each of these communities, as outlined in 2.2.3 b of this proposal. Gateway will work with the Division of Probation and Parole to see if it is possible to meet with clients at their county offices. If this is not possible, Gateway will meet with clients in public places such as the library or other easy to access locations. In addition, Gateway maintains offices in St. Louis and Kansas City and can meet with clients who reside in these areas at these locations.

2.1.3

Gateway understands that the Department will make the determination regarding who will be served by these reentry services through a formal referral process applying Department policy and referral criteria. Gateway will accept all offenders referred by the Department without applying any exclusionary criteria. Gateway is accustomed to this type of collaborative referral process in the six (6) institutional substance use disorder treatment programs for which we are contracted with the Department of Corrections and in our community based outpatient programs contracted with both the Department of Mental Health (serving DOC referred clients) and the Federal Bureau of Prisons, who refer federal inmates to Gateway's St. Louis Outpatient program. Gateway assures the Department that through over 20 years of serving Missouri offender clients, our collaborative partnerships and reputation with correctional agencies is outstanding.

2.1.4

Gateway understands that the reentry services provided under this contract will be provided at the sole satisfaction of the Department, and if at any time during the course of this contract the Department or any of its representatives have a concern about the quality of service delivery by Gateway staff, that this concern will be immediately addressed to resolve such concern(s).

Gateway has over 20 years of experience providing services, including reentry services for Missouri Department of Corrections referred clients, and throughout this history, Gateway has developed a reputation for being responsive to the needs of the Department and responsive to any concerns presented by the Department. Gateway routinely has contract compliance reviews or "audits" by the Department's Division of Offender Rehabilitative Services which frequently result in no deficiencies found; if deficiencies have been identified, they have been addressed through a systematic plan of correction with timelines identified for rectifying any concerns.

2.1.5

Gateway currently complies and will continue to comply with the Fair Labor Standard Act, Equal Opportunity Employment Act, and any other federal and state laws, rules, regulations and executive orders to the extent that these may be applicable. While no subcontractors are included in this proposal, Gateway agrees to insert the forgoing provision if any are utilized in the future.

2.1.6

Gateway will provide all materials, labor, supplies, utilities, and equipment necessary to perform the services within this reentry services contract at a level that is at or beyond the satisfaction of

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the Department. Gateway understands that facilities/meeting space for pre-release services at a MODOC institution will be provided by the Department and Gateway will utilize the premises as directed. Similarly, Gateway would ideally like to use the Division of Probation and Parole regional/county offices to meet with clients post-release.

2.2 Implementation Requirements:

2.2.1

Gateway understands that the Department will designate a representative within the Central Office, Reentry Unit who will act on behalf of the Department. Gateway will work collaboratively with the identified representative as well as the University of Missouri, and anyone else the Department identifies.

2.2.2

Upon award of the contract, Gateway's Regional Director for Missouri, Steve Doherty will be named the key personnel who will act on behalf of Gateway. Mr. Doherty will immediately begin to oversee all activities related to provision of services and implementation of the contract. Gregg Dockins, President, Corrections Division has ultimate responsibility for all programs in the Gateway Corrections Division and will be on-site during the implementation period and available throughout the entire contract period. Should these change, Gateway will notify the Department within two (2) working days of the change.

If we are awarded all four regions, Gateway proposes to employ a State Reentry Manager who will have direct oversight and management of the Pre and Post-Reentry Services. This staff person will have contact with the Department and/or the University of Missouri, as appropriate and delegated. The State Reentry Manager will report directly to the Regional Director for Missouri, Steve Doherty, who will continue to provide supervision for all Missouri programs.

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2.2.3

- a. Gateway will begin start-up activities as soon as the contract is awarded, such as advertising for positions, ordering of supplies, etc. (please see Exhibit F). Gateway expects all implementation activities to be completed within 30 days from the state's authorization to begin service delivery, including preparation and submission of Gateway's policies and procedures.

As a result of almost 20 years of operating programs within the Missouri Department of Corrections, Gateway is familiar with Department policies. We will modify existing policies and procedures developed for current Missouri program, and develop additional policies and procedures applicable to the pre and post-release reentry services relevant to this contract. Gateway will work collaboratively with the Department to ensure that these policies and procedures are consistent with any Department policies and submit them for review and approval within 30 days of the state agency authorizing services.

The policies and procedures will include all information relevant to:

- Offender Services
- Gateway Personnel
- Interactions with Community Resources
- Dispute Resolution
- Affirmative Action Plan for Diversified Staff
- Non-Payment for Unauthorized Services

Gateway will ensure that these policies are reviewed with Gateway staff, clients served by Gateway staff, Department staff (DAI and Probation & Parole) as well as any community resources who provide services to Gateway referred offender clients, and confirm that all of these are aware of and instructed on these services, how referrals are made, the importance of privacy measures regarding sharing of information, and most importantly the vital nature of professional boundaries and ethics related to working with offender clients.

- b. As an established provider in Missouri, Gateway has in existence numerous partnerships that we will be able to leverage for this contract. Furthermore, Gateway will continuously recruit for additional service providers to join our network in order to expand the array and geographic scope of available services.

Gateway has obtained letters of support from a variety of service providers in each of the regions. We will turn these letters into more formal memorandums of understanding or linkage agreements if we are awarded this contract. We will also utilize existing community-based providers that are already approved through Probation and Parole.

All services will be used without cost to the greatest extent possible. All service providers who have provided a letter of support know there is no cost reimbursement for services; this will be

formalized in the ensuing agreement should Gateway be awarded this contract. Gateway has included funds in its budget to pay for certain support services on a case by case basis.

All agreements will be in writing and are available for review by the state upon request.

In the tables below, we have illustrated several community partners that fall into one of three categories: (1) are already operational and approved by the Parole and Probation Offices to provide community services to clients; (2) have agreed to work with Gateway to receive client referrals as evidenced by their letter of support; or, (3) providers that Gateway plans to recruit for our provider network. We are confident that our past successes within prison and community treatment services in Missouri have given us the knowledge and familiarity with the appropriate systems so that we can build a vast, robust, and varied network of community providers able to accept referrals and provide a unique and comprehensive array of services.

North East Region

SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Residential and Outpatient Substance Abuse Treatment	Turning Point Recovery Centers	SEMO	
	Pathways Community Health	Center for Life Solutions	
	Family Counseling	Assisted Recovery Centers of America (ARCA)	
	Comtrea	Preferred Family Healthcare	
	Post-Offender's Project		
	McCambridge Center		
	Better Choices		
	Mexico Area Recovery Center		
Transitional Housing Assistance and Extended Residential Support	Reality House	Places for People	Northeast Community Action Corporation
	Salvation Army	Criminal Justice Ministry	
	Rent.Com, rental property locators	Mission Gate	Hilljack House

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Beyond Housing Project Cope The Harvest House Heartland Recovery Center Oxford Houses Transformation House Humanitri	DePaul USA ARCA Recovery Houses	John F. Kennedy Manor
Vocational Training Employment Readiness	Employment Connection Missouri Career Centers Job Corps American Job Center Network Education Opportunity Center Urban League	Missouri Vocational Rehabilitation MERS Goodwill St. Patrick Center Connections to Success	SLATE Human Development Corporation Career Works Productive Futures Grace Hill Neighborhood Services
Parenting and Family Intervention	Missouri Extension Fatherhood Initiative Crisis Nursery	Provident Father Support Center	Parent Child Center, Inc.
Health Care and Emergency Health Care	People's Health Centers St. Louis County Health Department- Clinics St. Louis Comprehensive Health		Grace Hill Community Health Centers Health Street Connect Care Barnes Care Northeast Missouri Health Council

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
			Clarity Healthcare Community Health Center The SPOT
Dental Services	People's Health Centers Grace Hill Community Health Centers		
Health Care: Hepatitis C, STD, and HIV Testing	County and City Health Departments Family Care Health Centers St. Louis City Health Department- HIV, STD, and Hepatitis C Center	St. Louis Effort for Aids	The Community Wellness Project
Educational assistance, Literacy, and GED	Adult Learning Center- St. Louis St. Charles Community College Family Literacy Moberly Area Community College Northeast MO Caring Community	St. Patrick Center Father Support Centers Missouri Vocational Rehabilitation	Trio Educational Opportunity Centers YMCA Community Literacy
Financial Assistance and Credit Counseling	Grace Hill Community Centers	St. Patrick Center Society of St. Vincent Depaul	Consumer Credit Counseling Services Clearpoint Financial Solutions Justine Peterson

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Crisis Intervention	Behavioral Health Response Life Crisis Services RAVEN Life Source Consultants Safe Passages	Provident	Arthur Center
Mental Health/Psychiatric Services	Crider Center Arthur Center Moberly Regional Medical Center Mark Twain Counseling Center Mid MO Mental Health Evergreen Behavioral St. Joseph Health Center University Behavioral Health Randolph County Counseling Center Mid Missouri Behavioral Center Healthy Transitions Catholic Family Services BJC Behavioral Health Hopewell Center	Provident Preferred Family Healthcare Behavioral Health Network Places for People	Comtrea Centerpointe Hospital Clarity Healthcare
Job-Placement and Workforce Development	Missouri Career Centers	Missouri Vocational Rehabilitation	Better Family Life

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
			Bureau of Apprenticeship and Training
Community Drop-In Center		Places for People	
Psychiatric Rehabilitation Services	Adapt of Missouri		
Legal Assistance	Options for Justice ArchCity Defenders SLU Legal Clinic Regional Center	Access Disability	
Transportation Assistance	Salvation Army Helping Hand Ministries OATS MO Rides		Criminal Justice Ministry
Food Assistance		St. Louis Area Food Bank Criminal Justice Ministry Baitulmal Charity	Urban League Helping Hand Ministries Barak Christian Church Chapel of the Lake Circle of Concern
Clothing Assistance	Salvation Army Barak Christian Church Chapel of the Lake	Criminal Justice Ministry Connections to Success Baitulmal Charity-House of Goods	Circle of Concern Goodwill
Assistance with Various Forms of Identification	Missouri Department of Health and Human Services	St. Francis Xavier College Church	

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Agreed to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Bureau of Vital Records	Criminal Justice Ministries	
Mentor Services		Father Support Center	Better Family Life

North West Region

SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Residential and Outpatient Substance Abuse Treatment	Heartland Center for Behavioral Change Rediscover		Imani house
Transitional Housing Assistance and Extended Residential Support	Healing House	Journey To New Life	reStart Inc.
Vocational Training Employment Readiness	Missouri Vocational Rehabilitation	Kansas City Public Library Metropolitan Community College	Full Employment Council Urban League Metropolitan Lutheran
Parenting and Family Intervention			Cornerstones of Care The Family Conservancy
Health Care and Emergency Health Care		Swope Comprehensive Health	Kansas City Free Health Clinic Seton Center
Dental Services		Swope Comprehensive Health/ Dental	
Health Care: Hepatitis C, STD, and HIV Testing			Kansas City Health Department--HIV, STD and Hepatitis C Center Kansas City Free Health Clinic
Educational Assistance, Literacy, and GED			Department of Vocational Rehabilitation Literacy KC
Financial Assistance and Credit counseling			Federal Deposit Insurance Corp (FDIC)

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Crisis Intervention		Metropolitan Organization to Counter Sexual Assault (MOCSA)	Truman Behavioral Health
Mental Health/Psychiatric Services			Truman Behavioral Health
Job-Placement and Workforce Development			Missouri Career Centers Metropolitan Lutheran
Community Drop-In Center			Hope & Faith
Psychiatric Rehabilitation Services			Truman Behavioral Health
Legal Assistance			Legal Aid Western Region
Transportation Assistance			Reconciliation Services Metropolitan Lutheran
Food Assistance			Catholic Charities
Clothing Assistance			Seton Center Catholic Charities
Assistance with Various Forms of Identification			Reconciliation Services Catholic Charities
Mentor Services	Journey to a New Life	Ad Hoc Group Against Crime	

South East Region

SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Residential and Outpatient Substance Abuse Treatment	Comtrea Family Counseling Center	Assisted Recovery Centers of America Gibson Recovery Center Southeast Missouri Behavioral Health	
Transitional Housing Assistance and Extended Residential Support	East Missouri Action Agency, Inc. Ste. Genevieve County Outreach Oxford House Community Caring Council		
Vocational training Employment Readiness	Career One Stop Poplar Bluff Vocational Rehabilitation		
Parenting and Family Intervention	Parent Link Warm Line Day Of Hope Oasis		
Health Care and Emergency Health Care	Genesis: A Place of New Beginnings Poplar Bluff Regional Medical Center - South Texas County Memorial Hospital		
Dental Services	Great Mines Health Center Poplar Bluff Community Dental Clinic		
Health care: Hepatitis C, STD, and HIV testing	Iron County Health Department Cape Girardeau County		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Educational Assistance, Literacy, and GED	Public Health Center		
	Adult Basic Education, UniTec Career Center		
	Texas County Technical Institute		
	Three Rivers College		
Financial Assistance and Credit Counseling	Clearpoint Credit Solutions Arnold		
	Eastern Missouri Action Agency		
Crisis Intervention	Behavioral Health Response	Assisted Recovery Centers of America	
	Agape House of Mountain View	Southeast Missouri Behavioral Health	
Mental Health/Psychiatric Services	Pathways	Assisted Recovery Centers of America	
	New Vision Counseling	Southeast Missouri Behavioral Health	
Job-Placement and Workforce Development	Waynesville Carcer Center		
	Poplar Bluff Vocational Rehabilitation		
	Alternative Opportunities Workforce Partnerships		
Community Drop-In Center	St. Francois County Health Center		
	American Red Cross		
Psychiatric Rehabilitation Services	Jefferson County Health Department		
	Community Counseling Center		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Legal assistance	Franklin County CASA Legal Services of Southern Missouri		
Transportation Assistance	Non-Emergency Medical Transportation (NEMT) Southeast Missouri Transportation Service		
Food Assistance	Gasconade County FSD Office Ellington Food Pantry CAS - Called Anointed Sent Projects		
Clothing Assistance	Hands Of Christ Ministries South Central Missouri Community Action Agency		
Assistance with Various Forms of Identification	St. Francis Xavier Outreach Program		
Energy Assistance	Marion Ministerial Alliance Family Resource Center		

South West Region

SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
Residential and Outpatient Substance Abuse Treatment	Burrell Behavioral Health		
	Heartland Center for Behavioral Health		
	Compass Health		
	New Horizons Community Support Services		
	A&M Recovery		
	Behavioral Health Group		
	Hand in Hand Multicultural Life Center		
	Harbor House		
	Higher Ground Recovery Center		
	Preferred Family Health Care		
	Ascent Recovery		
	Ozark Center		
	Clark Community Mental Health Center		
	Ozark Medical Center, Behavioral Health Care		
Transitional Housing Assistance	The Peoples Network	Hope Homes	
	Lighthouse Mission	Recovery Chapel	Smooth Transitions
Extended Residential Support	Freedoms Rest Christian County Crisis Center		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Healing House and New Beginnings CORE- Communities of Recovery Freeway Ministries Harbor House- Salvation Army Harmony House New Beginnings Sanctuary The Kitchen Victory Mission Ascent Recovery and Treatment Carthage Crisis Center Lafayette House Lazarus Ministries Recovery Center New Life Evangelistic Center Soul's Harbor Mission The Alliance of Southwest Missouri-Joplin The H.O.U.S.E. Inc. Watered Gardens Families in Recovery Inc. Grace Living Center Restoration Life Center		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Christian Associates of Table Rock Lake New Life Restoration Center The Crisis Center of Taney County Council on Families in Crisis		
Vocational Training Employment Readiness	Monett Limited Preferred Family Health Care-Workforce Partnership- Monett; Linn Creek Linn Creek Job Center Preferred Family Health Care-Employment Services and Child Welfare- Camdenton Belton-WCMCAA Full Employment Council- Cass County-Belton Full Employment Council- Cass County-Harrisonville Jefferson City Job Center Missouri Division of Vocational Rehabilitation Preferred Family Health Care- Workforce Partnership Preferred Family Health Care- Champion Center Springfield Job Center Clinton Job Center	Hope Homes	Smooth Transitions

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Joplin Job Center The Alliance of Southwest Missouri Lebanon Job Center Neosho Job Center Branson Job Center Nevada Job Center		
Parenting and Family Intervention	The Redeem Ministry Christian Associates of Table Rock Lake		
Health Care and Emergency Health Care	Access Family Care for Cassville Clinic Barry County Health Department Bates County Health Department Benton County Health Department Katy Trail Community Health Camden County Health Department Central Ozark Medical Center Medical Missions for Christ Cass County Health		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Department Guadalupe Centers Swope Health Services Cedar County Health Department Christian County Health Department Cole County Health Department Community Health Center of Central Missouri Preferred Family Health Care Dade County Health Departmental Dallas County Health Departmental Ozarks Community Health Center Douglas County Health Department Missouri Ozark Community Health Center Jordan Valley Community Health Center AIDS Project of the Ozarks American Diabetes		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Association Greene County Health Department Henry County Health Department Hickory County Health Department ACCESS Family Care Community Clinic Jasper County Health Department Joplin City Health Department Laclede County Health Department Lawrence County Health Department McDonald County Health Department Miller County Health Center Osage Beach Medical Center Community Health Center of Central Missouri Moniteau County Health Center		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Katy Trail Community Health Center Morgan County Health Center Newton County Health Department Missouri Ozark Community Health Ozark County Health D Polk County Health Center St. Clair County Health Center Stone County Health Department Tri-Lakes Community Health Center Taney County Health Department Vernon County Health Department Fordland Clinic Webster County Health Unit Wright County Health Department		
Dental Services	ACCESS Family Care Katy Trail Community Health		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Medical Missions for Christ Clinic Community Health Center of Central Missouri Missouri Ozarks Community Health Jordan Valley Community Health Center ACCESS Family Care Community Clinic Tri-Lakes Community Health Center Fordland Clinic		
Health Care: Hepatitis C, STD and HIV Testing	Gateway is currently researching to identify appropriate partners for this category of services.		
Educational Assistance, Literacy, and GED	Preferred Family Missouri Division of Vocational Rehabilitation Alliance of Southwest Missouri	Hope Homes	
Financial Assistance Credit Counseling	Gateway is currently researching to identify appropriate partners for this category of services.		
Crisis Intervention	Rose Brooks Harmony House Clark Community Mental Health Center		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Ozark Medical Center-Behavioral Health Care		
Mental Health/Psychiatric Services	Burrell Behavioral Health		
	Heartland Center for Behavioral Change		
	Preferred Family Health Care		
	Katy Trail Community Health		
	Central Ozarks Medical Center		
	Door to Hope Counseling and Education		
	Community Health Center of Central Missouri		
	Compass Health		
	New Horizons Community Support Services		
	Ozark Community Health Center		
	Missouri Ozarks Community Health		
	A and M Recovery		
	BHG Treatment Center		
	Hand in Hand		
	Harbor House		
	Higher Ground		
	Jordan Valley Community Health		
	Ascent Recovery		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Lafayette House Clark Community Mental Health Osage Beach Medical Center Community Health Center of Central Missouri Tri-Lakes Community Health Fordland Clinic Ozark Medical Center- Behavioral Health Care		
Job Placement and Workforce Development	Monett Limited Preferred Family Health Care- Workforce Partnership- Monett; Linn Creek Linn Creek Job Center Preferred Family Health Care- Employment Services and Child Welfare- Camdenton Belton-WCMCAA Full Employment Council- Cass County-Belton Full Employment Council- Cass County-Harrisonville Jefferson City Job Center Missouri Division of Vocational Rehabilitation Preferred Family Health Care- Workforce Partnership	Hope Homes	Smooth Transitions

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Preferred Family Health Care-Champion Center Springfield Job Center Clinton Job Center Joplin Job Center The Alliance of Southwest Missouri Lebanon Job Center Neosho Job Center Branson Job Center Nevada Job Center		
Community Drop-In Center	Gateway is currently researching to identify appropriate partners for this category of services.		
Psychiatric Rehabilitation Services	Gateway is currently researching to identify appropriate partners for this category of services.		
Legal assistance	Legal Services of Southern Missouri-Joplin Legal Services of Southern Missouri- Springfield Mid-Missouri Legal Services		
Transportation Assistance	MORides		
Food Assistance	Heart-N-Hand Samaritan Center Salvation Army Ozark Food Harvest		

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SERVICE(S) PROVIDED	SERVICE PROVIDERS		
	Currently Approved Parole and Probation Sites	Dedicated to Partner with Gateway through Letter of Support	Targeted Community Service Providers
	Victory Mission Carthage Crisis Center We Care of the Four States Hope House of Miller County Restoration Life Center Christian Associates of Table Rock Lake		
Clothing Assistance	Heart-N-Hand Dreams to Reality Samaritan Center Salvation Army Victory Mission Carthage Crisis Center We Care of the Four States Hope House of Miller County Restoration Life Center Christian Associates of Table Rock Lake		
Assistance with Various Forms of Identification	Gateway is currently researching to identify appropriate partners for this category of services.		
Mentor Services		Hope Homes	

2.3 Reentry Requirements:

2.3.1

Gateway understands that the Department will be the sole referral source for offenders eligible for admission into the Pre and Post- Release Reentry services, as well as the sole determiner for termination from the programs. We understand that offenders will meet the criteria for moderate to high-risk for revocation of parole/probation or who have significant barriers to successful reintegration, based on Department interviews with the offender and/or the offender's significant others, social, employment and medical/mental health history, and Gateway assessment. Gateway further understands that referred offenders may have medical or physical issues, and may include sex offenders. The referral information will include assets and liabilities that will inform the Case Management Plan developed by Gateway, the offender, and other stakeholders.

2.3.2

Gateway will hold an initial **Case Management Team** meeting within five (5) working days of notice of a referral for reentry services. The meeting will be attended by Gateway and Department staff, including probation and parole and the offender with his/her family and/or significant others and social services, community resources, and other relevant persons with an interest in or contribution to the client's successful reentry. During the initial Case Management meetings, the client's Case Management Plan (CMP) is presented, updated, and finalized. Offender needs and progress toward meeting their Case Management Plan (CMP) goals are reviewed with a focus on:

- Completion of the **Release of Information**, with offender's signature, allowing the sharing of information among the Department, Gateway, and the community service provider(s).
- Identification of barriers and/or significant challenges that could have a significant impact on successful transition (should this Release not be signed prior to the Case Management meeting, Gateway will notify the Department to obtain the signature).
- Updating, completing, and obtaining Department approval of the Case Management Plan(s) with finalization of the plan by the offender's Department representative in the state management system;
- Signatures and date by Gateway, offender and offender's Department case management representative, others as specified by the Department. Gateway will utilize the approved CMP to complete the plan.

The Case Management team may continue to meet as the clients reenters society and faces new challenges. This will be determined on an ad-hoc basis; however, Gateway will communicate frequently with the relevant stakeholders regarding any developments in the client's situation, whether positive or negative.

2.3.3

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Once a client is referred to Gateway, Reentry Specialists will ensure that the Release of Information is signed in order to allow the sharing of information among the Department, Gateway, and the community service provider(s). Gateway will obtain the client's signature on the Release of Information form at their first meeting. Gateway will notify the Department immediately should a signature be unobtainable so that the Department can fulfill this requirement.

2.3.4

Using information from the pre-release assessment, Reentry Specialists will identify reentry issues and develop approaches and linkages to address client needs. Once identified, the Specialists act as liaisons between the client and the agencies or individuals who can address these needs. Reentry Specialists are particularly effective with referrals and linkages to outside agencies and resources. Gateway will establish linkages and cooperative arrangements with social service agencies in the regional areas where the programs are located, as well as contact those agencies currently utilized by MODOC. Written agreements will be obtained from each service provider agreeing to directly furnish these services. Gateway's case management services will include referrals and/or linkages for participants and family members/significant others to services involving various issues, which may include the following.

- day care
- housing
- job placement
- appropriate recreational opportunities
- medical or dental services
- psychological/psychiatric services
- food assistance
- social services
- driver's license
- legal issues
- vocational training
- educational assistance
- self-help resources
- financial assistance.
- services for cognitive disabilities/learning disorders
- physical disability/blind/deaf/hard of hearing services
- illiteracy aid
- involving family members in the treatment and recovery processes
- communication of clinical information to other agencies
- GED services
- parent support services
- transportation options
- other services which could benefit the participant/significant other

2.3.5

Gateway will provide two hours of didactic group sessions weekly to pre-release participants. This group will focus on reentry issues. Gateway's preference is to provide two (2) sixty minute didactic group sessions weekly but we will work with each institution to determine a schedule that accommodates the space and time of that institution. Individual case management sessions will be conducted monthly and will be focused on the practical and technical aspects of reentry. We anticipate that during the last four (4) weeks of his sentence, each client will be engaged with his reentry specialist to ensure that individual pre-release reentry planning is increased and more focused. During this time, Gateway will provide weekly, one on one reentry planning sessions with offenders to adequately prepare clients for their release. Reentry Specialists will schedule the necessary appointments within the community of return, compile and provide information for needed resources, and develop specific plans for the clients to ensure that there is no delay in their ability to access services in the community.

Once the offender is discharged from institutional care, post-release services will begin with the Reentry Specialists assigned to assist with community-based transitional support and facilitation of services. Gateway will coordinate all services identified on the client's CMP as well as any other service needs that arise. Gateway Reentry Specialists will meet with the client *at least* every other week to monitor progress and continue to offer support and resources as necessary. Meetings may be in person or via telephone or other technological solutions (e.g., Skype); in person meetings are preferred and Reentry Specialists will utilize in person meetings as much as is logistically feasible.

Gateway intends for case management services to be particularly intensive immediately following release from prison (utilizing in person meetings, telephone calls, Skype or other technology solutions, etc.). Gateway Reentry Specialists will meet with clients as frequently as needed, but it is anticipated that the "dosage" will be much higher in the beginning and will decrease over time as clients become more stable. For example, when a client is released from prison, Reentry Specialists will contact the client via daily phone calls for "check-ins." Even if the call is brief, it is a reminder that the client has a resource and someone who is supportive of him or her. This level of contact will continue until the client and Reentry Specialist agree that it is no longer needed.

Reentry Specialists will focus on assessing the client's status related to his compliance in attending required appointments; participating in required services; signs of returning to antisocial behaviors; and, addressing ways to eliminate or reduce barriers that interfere with compliance with the CMP goals. Specialists will also identify and work with clients to reduce criminogenic needs, eliminate barriers to compliance, coordinate specific services for the client based on need, and ensure that the client is complying with all required services. Gateway will

work with both the client and network providers to ensure the client can access services while accommodating the client's other obligations such as work, participation in support groups, etc.

Should Gateway become aware of problems with a client's compliance to the CMP, the case management team will be notified. The Reentry Specialist will coordinate a case management team meeting and work with the client to identify reasons for non-compliance. Once the problems are identified, Gateway will work with the client to determine a plan to reengage him in his CMP. This meeting will take place within 48 hours of Gateway notification of client compliance issues.

2.3.6

Gateway's Reentry Specialists will continually monitor and assess the client through ongoing interactions and evaluations to preempt any return to the activities/behaviors that led to incarceration. Should revisions to the CMP be necessary, the Reentry Specialist will work with the Department to obtain approval to make them. Gateway will record the updated CMP by initiating a case management meeting between the team and client, and will develop a dated document containing signatures from the Reentry Specialist, client, and Department representative.

2.3.7

Gateway staff will be available to communicate with the Department whenever needed. We have identified Mr. Steve Doherty, Missouri Regional Director, as the key personnel who is available 24/7 should an emergent need arise. All direct service staff will have Gateway issued cell phones and email.

Gateway believes in frequent and open communication with the program stakeholders. Ongoing scheduled communication between Gateway staff, such as Reentry Specialists and Parole Officers, is recommended and can occur as often as deemed appropriate by the Department. Similarly, Gateway encourages quarterly meetings between Gateway management (e.g., State Reentry Manager or Reentry Specialist Supervisor), Department management who is overseeing this project, and representatives from the University of Missouri.

Gateway staff will work closely with the institutional staff, probation and parole officials, family and significant persons, post release support networks, and social service linkages agencies to address the needs of program participants. Gateway's Reentry Specialists will work closely with Department staff to develop effective reentry strategies. We will provide extensive opportunities for interaction and discussion of offender progress (or lack thereof). In addition to the required case management team meetings, we anticipate many informal dialogues with all team members involved to secure the best solutions to the offender's reentry needs.

All case management team members, including the client, provide input into the decisions on the client's CMP, which assists in providing a collaborative, unified treatment team approach and also gives the client ownership over his CMP. Gateway will work with both the client and

network providers to ensure the client can access services while accommodating the client's other obligations such as work, participation in support groups, etc.

Gateway will monitor the client's attendance of required services/activities. Gateway will work with the Department to develop a protocol to report client attendance. Gateway will report information regarding the client's attendance at required services/activities according to the Department's requirements.

2.3.8

Gateway will ensure that all clients are transitioned out of their CMP within 180 calendar days, unless additional services are deemed appropriate and approved in advance by the Department. Should a client require services beyond the standard 180 days, Gateway will seek advance written approval from the Department before the provision of the additional services.

2.3.9

If the Reentry Specialist or the Reentry Specialist Supervisor becomes aware of any unlawful activities resulting in revocation or a violation that could lead to termination from the Reentry program, the Gateway staff person will notify the Department within one (1) day of becoming aware of the situation. This will include police contact that does not result in a violation report. Gateway will also notify law enforcement of any unlawful activities.

2.3.10

Gateway will notify the Department of any incident affecting the client's physical or emotional well-being. Moreover, should the Specialist recognize that the client is returning to antisocial thought patterns or behaviors or demonstrating significant stress, the Reentry Specialists will notify the case management team and hold a meeting with the team and the offender as soon as possible.

2.3.11

Gateway understands that clients may have special needs such as sight impairment or physical barriers. Gateway will collaborate with the Department to provide accommodations for these clients. For clients who have been released, Gateway will arrange for agencies providing services to accommodate these special needs.

Gateway understands that the Department will determine whether interpretive services are needed and will obtain and bear financial responsibility for clients requiring interpretive/translation services due to their physical or language barriers.

2.4 Personnel Requirements:

2.4.1

Gateway is an Equal Opportunity Employer and makes all employment decisions without regard to age, sex, gender identity, race, color, national origin, disability status, or any other protected characteristic. Gateway has long recognized the value of diversity in the work environment. As part of our recruitment strategy, our goal is to focus on the recruitment and hiring of minorities and individuals who represent our client population. Our Talent Acquisition team posts available positions with local agencies that serve the needs of various ethnic groups that reflect the demographics of our client population, such as Missouri Career Source. In addition, we have a partnership with www.localjobnetworks.com that provides us with a national database of community and diversity organizations that we share our job opportunities with. These diversity initiatives are to ensure that notice of vacant positions reaches qualified individuals from a variety of ethnic groups and to increase our opportunities for hiring employees with diverse backgrounds and experiences.

Gateway has developed Affirmative Action Programs (AAP) for each geographic region in the United States in which we provide services. Each AAP is structured as required by the Office of Federal Contract Compliance Programs (OFCCP) and conforms to all guidelines and requirements both in letter and spirit. Our commitment is to conduct an annual analysis of our workforce and applicant pool to devise strategies to attract individuals in less represented demographic groups.

Gateway's goal and plan for a diverse workforce will be included in our policy and procedure manual.

2.4.2

Gateway agrees that it will utilize specific key individual(s) for this contract. As this will be a new contract for Gateway, these staff have not yet been hired with the exception of the Regional Director. Detailed job descriptions and Mr. Doherty's qualifications are included in Exhibit C. Once hired, Gateway will not substitute specific key individual(s) and/or personnel qualifications without express written consent from the Department of Corrections, Division of Adult Institutions and Division of Probation and Parole (the Department). Any substitution will be equal or better than those proposed herein and that the Department's approval of a substitution shall not be construed as an acceptance of the substitution's performance potential.

2.4.3

Gateway works diligently to develop viable recruitment sources, partnerships, and networks in addition to creating robust retention and professional development activities for every program in

which we operate. Our lengthy experience providing treatment services in correctional institutions has enabled us to be particularly sensitive to the characteristics most appropriate for working with incarcerated offenders. We understand the importance of the Department's review and approval of any and all personnel considered for employment in our corrections-based programs, as well as with offenders in our community-based programs. We further understand that the Department may deny employment of candidates and/or terminate any Gateway employee who violates the Department's policies and procedures.

Our recruitment strategy includes a description of our recruitment and selection process as well as a timeline for filling all positions. We begin by identifying the possible challenges with recruiting and retaining staff: corrections environments, remote/rural areas, work hours, limited talent and so forth, and carefully established salary ranges for the various positions, taking all these factors into account. Through our lengthy experience, we have identified a variety of successful methods to recruit and retain qualified employees, based on long-term analysis of our employee retention rates, employee engagement surveys, and location-specific analyses of competitive salary/benefits packages. We believe that the resulting salaries reflected in our budget for this proposal will allow us to hire and retain qualified staff, and will be cost effective in the long term.

Gateway has developed recruitment policies and procedures that include industry standard best practices to recruit qualified candidates to assure the success of our programs. We have experienced staff in our Human Resources (HR) Department dedicated to recruit and hire employees for Gateway Corrections programs. Gateway managers and HR professionals are trained in and familiar with recruitment efforts directed at attracting and retaining qualified individuals.

We also encourage our managers to practice "continuous recruiting," i.e., actively seeking potential candidates on an ongoing basis so that when openings occur, they are able to quickly fill the positions with pre-screened and qualified candidates.

Upon notice of the award, positions required in the contract are posted on our website (www.GatewayCorrections.org/Careers). The positions are updated electronically on a daily basis and are available to all Gateway employees throughout the country to apply for. We will also recruit and hire talent from the local communities for positions using various external strategies. Our Talent Acquisition team has already researched viable recruiting sources in Missouri to attract qualified candidates. The contract implementation team will begin the interview and selection process and will continue their efforts until all positions are filled. Gateway employees from other corrections-based programs may assist in start-up efforts and may also choose to apply for permanent positions. Our managers commit to utilizing sound and consistent practices when screening and hiring staff, including both internal and external candidates.

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Gateway uses both internal and external recruiting strategies to advertise our vacancies and promote Gateway as an employer of choice. Internal strategies include offering development opportunities for employees and an employee referral program. All job vacancies are posted and internal staff members are encouraged to apply to positions for which they are qualified. External sources include relevant professional associations' membership, internet job boards, newspaper advertisement, employment agencies, career programs at colleges and universities, professional organizations and networking, and prompt follow-up of unsolicited inquiries. Our advertisements highlight the benefits of working at Gateway, a national provider, including the opportunity for professional development and advancement within the organization.

Advertising in local community newspapers can be particularly effective and economical for recruiting motivated, career-oriented candidates who may be located outside of metropolitan areas. We have used this method successfully in many states. Other external sources for recruitment include use of employment agencies, access to substance abuse counselor training programs and other social service career programs at colleges, universities and professional organizations.

All applications are reviewed by the talent acquisition team to ensure applicants meet the experience, education, and certification requirements. Those meeting the qualifications and approved are forwarded to the hiring manager. We conduct team-based interviews using behavioral-based interview questions. We have identified key competencies for each job and developed interview questions to further assess candidates. Once a candidate is selected, Gateway submits the application and resume to the Department for approval, pending results of the pre-employment background check process.

We have found that employee development is essential for employee engagement and delivering the highest quality of service to our clients. To that end, we provide employees with multiple methods to improve their education and qualifications during the course of their employment. Gateway develops and delivers, at its own expense, in-service trainings for direct care staff. All our employees have access to our Learning Management System that provides an online depository of trainings that offer continuing education hours and skills development. Trainings may be conducted by Gateway employees or by non-Gateway professionals when necessary.

2.4.4

Gateway understands that our employees may have other employment opportunities and we will not interfere in any way with their ability to seek those opportunities.

2.4.5

Gateway agrees that it will not make payments for services to any state agency employee.

2.4.6

Gateway recognizes our responsibility for supervising all our employees. The unique environment of corrections based treatment services requires training that exceeds practices in other settings and must be informed by safety and security concerns related to work within a correctional facility or with a corrections population. As a component of Gateway training, we include specific attention to the inmate culture, safety of self, safety of environment, and situational awareness. Additionally, all ethics training provided includes substantial emphasis on boundaries.

Gateway supervisors regularly monitor staff behaviors for security and safety related concerns. In the event that Department personnel voice concerns related to Gateway staff, Gateway managers respond immediately to these concerns. At times, the Department requests that we take no action as investigations by the Department may be affected. In these instances, we report such activities and concerns to Gateway Human Resources and cooperate in any way the Department requires, taking no action until the Department has approved us to do so.

If the Department voices concerns and requests that we address these concerns, we do so promptly through investigation, intervention, and correction as required by Gateway policies and safety and security concerns.

In the event Gateway managers become aware of a security concern unknown to the Department, these concerns are immediately communicated in writing to the appropriate designee. Gateway has a history of compliant and cooperative relationships providing services in Missouri and will continue to cooperate on safety and security issues in the future.

2.4.7

Gateway understands that the safety and security of the work environment belongs to all persons working in it, while recognizing that all decisions and activities related to the safety and security of the institution are ultimately the responsibility of the Department. Gateway complies with all Department policies and procedures related to these issues. Gateway personnel, work conditions and employee issues are the responsibility of Gateway and are monitored and supervised accordingly and appropriately.

2.4.8

All Gateway employees have a job description that meets the requirements of the contract, is signed by the employee, and is maintained in the personnel file. If the duties entailed in a job description changes, Gateway will submit the revision to the Department for approval prior to implementing it.

2.4.9

Gateway has personnel policies developed by our Human Resources Department. The policies comply with the contract requirements and are available to the Department upon request. All Gateway policies contain the following: personnel standards, diversity initiatives, employee retention, staff recruitment, promotion practices, grievance procedures, staff development, training, performance reviews, benefits, favoritism, disciplinary procedures, and termination practices. Gateway also has a vast amount of policies regarding ethical and professional relationships, sexual harassment, personnel/offender relationships, gifts, respect and cultural competency, privacy and confidentiality compliance, and reporting. Gateway will cooperate completely in any necessary investigations and agrees to allow the Department to conduct it.

2.4.10

In the event Gateway managers become aware of a personnel concern unknown to the Department, these concerns will be immediately communicated in writing to the appropriate designee along with a plan on how best to resolve the issue.

2.4.11

Gateway agrees to adhere to all laws, regulations, policies, and orders from the Department and contained within state statutes in regards to offender populations. Gateway will report any transgression of rules to the Department and cooperate fully in order to maintain an environment that is safe and secure.

2.4.12

Gateway agrees to provide written communication of any action taken based on the misconduct of personnel to the state agency.

2.4.13

Gateway is committed to ensuring that all of its workforce are authorized and highly qualified. Gateway agrees to adhere to the hiring practices outlined in the Illegal Immigration Reform and Immigrant Responsibility Act. We understand that should Gateway be found to be in violation of this law, that the state can cancel the contract immediately. Gateway will be cooperative in any law enforcement investigation should a violation occur and an investigation be deemed necessary. We will comply with all E-Verify federal work authorization programs as applicable. Gateway will maintain yearly renewals of the Affidavit of Work Authorization. Please see Exhibit J.

2.5 Prison Rape Elimination Act (PREA) Requirements:

2.5.1

Gateway will ensure that all employees that have job functions inside a secure facility are at least 21 years of age.

2.5.2

Gateway understands that each person under consideration for employment with Gateway in the Missouri Pre and Post-Release Reentry Services will complete the Missouri Uniform Law Enforcement System (MULES) check and a background investigation prior to employment and pending approval by the Department. Any candidate for employment with a prior felony or misdemeanor conviction, but not under active supervision, must be approved by the Department prior to employment.

2.5.3

Gateway agrees that written approval will be sought from the Director of the Division of Adult Institutions to allow any person with a criminal record to provide services under this contract.

2.5.4

Gateway agrees to comply to the relevant sections of the Prison Rape Elimination Act of 2003 and the subsequent standards promulgated by the Attorney General of the United States (<http://www.prearesourcecenter.org/sites/default/files/library/2012-12427.pdf>) and is prepared to demonstrate its compliance with relevant standards, including employee selection, training, discipline, and dismissal. As the selected provider, Gateway will agree to report all allegations of sexual misconduct, sexual assault, etc. as defined in the standards to the Department by the close of business on the day it learns of these allegations.

Gateway is familiar with the necessity for the Department and designated officials to respond to court orders and to implement measures that ensure the safety and security of the institution, offenders, and staff and will comply with all Department policies and procedures relating to these activities and to personnel conduct.

Gateway will not tolerate sexual interaction of any kind between Gateway staff and offenders in any correctional institution. In the event that this unlikely activity should occur, Gateway will immediately report the misconduct to the Department and Gateway's Human Resources Department and will provide all relevant information and assistance to the Department to advance the investigation. We understand that obstructing and/or impeding the investigation in

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any way may result in the loss of contract and/or criminal prosecution for the staff person involved in this activity.

Gateway understands and agrees that the Department has the right to review actions and documentation of actions taken by Gateway related to Gateway's personnel identified as either not meeting the requirements of the contract related to the Prison Rape Elimination Act (PREA) or violating the state agency's policies and procedures related to PREA, or both.

- Gateway will be responsible for the actions or inactions, whichever is applicable, of all personnel providing services under the contract.
- Gateway will immediately report any violation of professional practice to the appropriate licensing/certification board. Immediately thereafter, Gateway must provide documentation of the report to the state agency.
- Within twenty-four (24) hours of disciplinary action taken against any of Gateway's personnel providing service under the contract, Gateway will inform the state agency of the personnel disciplinary action, including counseling and legal action. If requested by the state agency, Gateway will provide documentation of the incident leading to the disciplinary action.

2.5.5

All staff employed by Gateway under this contract will not have any interaction with offenders except in the performance of this contract, including but not limited to, giving or accepting anything from an offender other than those things associated with the requirements of services, e.g., assignments, verification of attendance, etc.

2.6 Training Requirements:

2.6.1

Gateway is very familiar with the Department's requirement for initial and on-going training. In all previous and current Missouri contracts, Gateway has achieved 100% compliance with all training requirements, including those mandated by the Department. We will continue to cooperate with the Department regarding orientation and training efforts as mutually agreed upon by Gateway and the Department, and/or as required by this RFP. Gateway understands and agrees that expenses incurred on behalf of its staff, including but not necessarily limited to meals, mileage, lodging and displacement, will be our responsibility. Gateway will not be obligated nor allowed to pay any expenses incurred by the Department in such instances.

Gateway staff will complete the Department's three (3) day or three (3) week Basic Training prior to initiation of services; length of training is dependent on position title and responsibilities. Gateway understands that if necessary and with approval of the Department, newly hired Gateway employees may stagger their attendance at the required training in order to ensure that the program is staffed appropriately at all times. Gateway staff, including full time, part-time, back-up or substitute personnel will complete the institutional orientation prior to initiation of services. Backup or substitute personnel meeting the time frames for service delivery will complete the training requirements as stated in this contract.

Gateway has an extensive training program and in-service process. Gateway exceeds the required 40 hours of professional development training annually. Mandated training includes:

- **MOCIS training** within their first 4 weeks of employment and prior to assignment to direct client services, including on-going training as the MOCIS system is modified.
- **Harassment, Discrimination, and Retaliation** training twice each year in addition to initial orientation training. These topics are also required by Gateway as part of their internal annual training requirements.
- **PREA training** upon hire and prior to client contact.
- **Professional Boundaries** annually including:
 - Ethics and Boundaries in the Criminal Justice Environment
 - The Culture of Corrections
 - Games Criminals Play
- **Security Mentor** monthly.
- **Additional cyber-security training** as released through the Department Training Division.

Additionally Gateway staff complete annual re-training as required by the Department and will participate in additional training as deemed necessary by the Department.

Gateway is committed to ongoing and extensive efforts to increase professional development and advancement, as has been indicated by our performance under other contracts. Gateway staff will participate in in-service training and other formal training opportunities. Gateway consistently invites Department staff to our in-service training and participates in Department provided training to ensure that important cross-training and inter-disciplinary perspectives are maintained.

A training record is completed for each employee. The training record is maintained as an ongoing document and includes the New Employment Orientation Checklist, In-service Checklist, Mandatory Training, and In-service Checklist - Additional Training. Training records are kept by the unit administrative support staff and updated as training opportunities are offered. Certificates of completion are kept with each employee's training record as verification of course completion.

The following orientation items must be reviewed prior to any new employee working without immediate supervision. Each session includes presentation of materials and group discussion during 1 - 1.5 hour training sessions. The New Employee Orientation includes the following:

- Policy and Procedure Manual
- Orientation to Working in a Correctional Environment
- Client Rights
- Client Grievance Procedure
- Confidentiality of Client Identifying Information
- Client Abuse, Neglect and Exploitation
- Requirements for Reporting Abuse, Neglect, and other Critical Incidents
- Standards of Conduct and Practice (Ethics Policy)
- Emergency/Evacuation Procedures
- Specific Job Duties

Gateway is dedicated to providing the best services possible and believes that well trained staff is critical to a successful treatment program. All Gateway staff receives routine supervision that is described fully in *Section 2.4 Personnel Requirements*. Gateway proposes to hire staff to provide case management services, delivered by Reentry Specialists. We will ensure that the Reentry Specialists meet all appropriate qualifications as described by Gateway's job description. Gateway also ensures that these staff will receive the necessary oversight using the monthly Staff Supervision Form, Direct Observation, and the annual Performance Evaluation Process. This comprehensive supervision process ensures that effective and confident practice can be confirmed, enhanced, and developed throughout the staff's employment.

2.7 Reporting, Recordkeeping, Meeting & Other Requirements:

2.7.1

Gateway will fully comply with all reporting requirements. If requested by the Department, Gateway will furnish any special reports which may include data that is not already included in the quarterly reports.

2.7.2

Gateway agrees to provide three (3) quarterly narrative program reports and one (1) final report to the University of Missouri using forms provided by the University of Missouri. The quarterly and final reports will include details on program operations and activities the number of offenders served, and the progress made toward output and outcome goals. Gateway will also submit a tracking sheet to the University of Missouri on their forms. Gateway understands that the tracking sheet requires the detailed tracking of each client served by the contract including: name, registration number, birth date, employment status, and units of service provided by activity. Each staff providing direct service (Reentry Specialist and Reentry Specialist) will be required to track client information. All reporting efforts will be completed by the Reentry Specialist Supervisor at the site level, who will be responsible for tracking and reporting fiscal information for submission to the State Reentry Manager. We have developed procedural mechanisms for tracking statistical, narrative and fiscal information and are prepared to provide quarterly reports in the format requested by the Department and the University.

Additionally, Gateway would like to suggest that the quarterly and/or annual reports entail qualitative information regarding the influences on client engagement, barriers met and responded to, and the progress toward developing and expanding referral resources.

2.7.3

Gateway will provide financial reports to the University of Missouri using forms provided by the University of Missouri. All reporting efforts will be completed by the Reentry Services Supervisor, who will be responsible for tracking and reporting fiscal information for submission to the State Reentry Manager. The State Reentry Manager will submit the financial report to the Regional Director for review and approval prior to forwarding to the University of Missouri and MODOC, as requested. The financial report will be a detailed account of expenditures in accordance with our proposal and will be submitted with the quarterly narrative reports. The annual report will be an aggregate of the data collected and reported in the Quarterly Reports. All required reports will be submitted electronically to the University of Missouri and the Department. Gateway will adhere to the required schedule:

Reporting Period	Reporting Period	Reporting Period
First Quarter	August 1, 2017-October 31, 2017	November 15, 2017
Second Quarter	November 1, 2017-January 31, 2018	February 15, 2018

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Third Quarter	February 1, 2018-April 30, 2018	May 15, 2018
Fourth Quarter	May 1, 2018-July 31, 2018	August 15, 2018

Gateway Foundation has developed client databases to support all of our programs contracted with the Missouri Department of Corrections (7 sites within the MODOC), the Department of Mental Health (St. Louis and Kansas City), and the Federal Bureau of Prisons (St. Louis) using a Microsoft Access data base application. The same application will be modified to meet the needs of this contract and the requirements of the Department and of the University of Missouri.

The Access database allows for detailed data entry including client identification and demographic information (name, date of birth, race, identification number), admission information, services received by the specified unit of time per service (e.g. 15 minute unit, 30 minute unit), specific details regarding types or modalities of service received, as well as an almost infinite number and type of metrics (e.g. appointments kept, employment status, drug test results, meetings with supervising probation/parole officer, engagement in and services received by the client from community resources). The Access database can also be used for customizing queries to assist with specific reports requested by the Department and the University of Missouri and for internal output and outcome tracking and reporting.

In addition to reports required or requested by the Department and/or the University of Missouri, Gateway is internally accountable to local, state, and agency performance measures which may overlap contractual output or outcome measures, or may be in addition to prescribed measures. We are committed to investing the necessary human and technological resources to support these services, and to track outcomes both by individual participants and in aggregate for quarterly and annual reports.

In addition to the utilities of the Access database described above, this database will also be used to track fiscal information including that contained on Gateway's budget/price analysis (Exhibit G).

2.7.4

Gateway agrees to participate in and cooperate with any Department-required research or outcome projects. Gateway has a long history of participating in such projects and fully supports ongoing research and continuous learning.

2.7.5

Gateway has developed a strong partnership with the state in the current contracted programs that is demonstrated by the alliance of common goals, objectives, and purpose for providing services to offenders. This partnership has grown over the contract periods and has created an environment of cooperation and collaboration that has allowed discussion, development, and maintenance of standardized operating procedures that guide the provision of all treatment services and operations.

Gateway will meet with the Department as frequently as requested, but at least quarterly, in relation to issues and/or decisions regarding the new contract. Gateway is willing to meet in person or by phone, whichever manner the Department recommends.

2.7.6

Gateway will make available all written communications and materials used to communicate with offenders to the Department. In addition, we will seek approval from the Department for any formats and materials prior to their implementation. Gateway currently complies with these requirements in all of our Missouri-contracted programs and will continue to comply. We will seek Department approval for any form that is not an official Department form or for any form that has not already been approved by the Department; however, we will utilize the same forms as the Department whenever possible for consistency. We will comply with quality assurance measures that require specific formats or forms.

Gateway will not use the name, logo, or other identifying marks of the State of Missouri or the Department on any materials produced or issued, without the prior written approval of the Department. When appropriate, Gateway will seek Department approval for use of the logo or other identifying marks. For example, Gateway may request the Department to approve the use of the Gateway logo in addition to the Department of Corrections' logo on the Client Case Management Handbook.

2.7.7

Gateway understands the statements and requirements in this subsection and agrees that the state will furnish any legal and accounting services to maintain its contractual compliance. Gateway will not hold the state liable for any legal or accounting services that it may need.

2.7.8

Gateway generates and maintains financial and accounting records according to generally accepted accounting principles. Records relevant to this contract will be available to the Department or its designee and the Missouri State Auditor when requested. These records will be retained according to the Department's retention period. Gateway understands that the State may request to audit, examine, copy, or investigate any and all records related to the funds paid to Gateway and will comply with all such requests.

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2.8 Contract Monitoring:

2.8.1

Gateway recognizes the Department's right and responsibility to oversee and monitor the delivery of services for this contract to ensure compliance and appropriate use of the Department's funds. Gateway will ensure that all provisions and requirements of this section are met in the manner expected under contract mandates, specifically:

- Access to facility, contracted personnel and activities
- Access for audits of operating systems, procedures, services, documentation, and electronic equipment used during the provision of contracted services
- Access to all files developed and maintained in the delivery of contracted services
- Provision of personnel and resources to assist with review of electronic records
- Review, evaluation, and audit of all operational functions, including program, personnel and financial and accounting related to contract

2.8.2

Gateway understands and agrees that if the Department finds contract delivery deficiencies, Gateway will have ten (10) days from notice of deficiency to respond and/or correct the deficiency. In either instance, Gateway will implement a corrective action plan and submit a written response to the Department within the ten (10) working days. Failure to respond in writing within ten (10) working days may result in withholding monthly payment until the Department receives a written response.

2.8.3

Gateway understands and agrees that Gateway will have ten (10) days from a notice of deficiency to provide a corrective action plan outlining steps to correct the deficiency, *timelines*, and how progress will be measured. The corrective action plan is subject to Department approval and must be revised as directed and returned within ten (10) days. Should Gateway not revise and return the corrective action plan, the contract can be cancelled due to breach of contract.

2.9 Miscellaneous Requirements:

2.9.1

Gateway Foundation will employ several Dell Latitude E7470 laptops utilizing Windows 7/10 Operating System. Each laptop will be encrypted via Microsoft Bitlocker, and require Active Directory Authentication to access Windows/files. Each laptop will also connect to Gateway Foundation's networked systems via Cisco AnyConnect VPN. Data will be saved on Gateway Foundation's file server and backed up nightly.

2.9.2

Gateway understands that any access to the state agency's system is subject to approval of user level access by the Department and is granted on a need to know basis.

2.10 Invoicing and Payment Requirements

2.10.1

As a currently contracted vendor with the Missouri Department of Corrections, Gateway is already registered with the **MissouriBuys system**, and we understand that upon award of this contract we will update any necessary ACH-EFT payment information on this electronic payment website.

Furthermore, Gateway will submit invoices as required to include an original descriptive business invoice form and a unique invoice number for each submitted invoice.

2.10.2

Gateway will submit a detailed bi-weekly billing report every two weeks following services. The invoice will identify all offenders, in alphabetic order, and minimally include: offenders' names, registration numbers, and dates of service.

Copies of any receipts or invoices for approved expenditures for client services/activities will also be submitted.

2.10.3

Gateway is familiar with and understands the state's requirements for payment. We know that funding for this project is limited and is subject to general revenue allocations and therefore is not guaranteed. Gateway will provide invoices to the Department in order to be reimbursed at a firm, fixed price per offender, per day.

Gateway acknowledges that if we fail to submit any required reports or fail to perform services that payment will be withheld or rejected.

Gateway will submit final invoices within 30 calendar days of the expiration of the contract.

2.10.4

In the unlikely event that the contract is cancelled, Gateway agrees to refund any monies not used for the provision of services through this contract.

2.10.5

Should the Department overpay this contract, Gateway agrees to issue a check as directed by the Department or to deduct the amount of the check from the aforementioned biweekly invoices.

2.11 Other Contractual Requirements:

2.11.1

Gateway agrees and understands that the binding contract will consist of the RFP and addendums, and Best and Final Offers requests with RFP changes, Gateway's response to the proposal (including any BAFO responses), any clarifications of the proposal, and the Division of Purchasing' acceptance of the proposal by "notice of award." All Exhibits and attachments included in the RFP will be incorporated by reference into the contract.

Gateway will not ship equipment or supplies or begin any services until we are in receipt of a purchase order or other authorization from the Department.

Gateway agrees and understands that the contract will be the complete agreement and the specifications and requirements contained will solely govern the performance under the contract. Gateway agrees and understands that any change to the contract must be made through a formal contract amendment that is signed and approved by and between the duly authorized representatives of the contractor and the Division of Purchasing prior to the effective date of such modification.

2.11.2

Gateway agrees and understands that the original contract period is from the effective date of the contract through June 30, 2018. The state will not be bound to any additional time but can renew the contract for an additional two (2) one-year periods if it so desires.

2.11.3

Gateway agrees and understands that in the event the Division of Purchasing exercises its option for renewal, all terms and conditions, requirements, and specifications of the contract shall remain the same and apply during the renewal period. Gateway agrees to and understands the terms and conditions in regards to price increases, maximum prices, and reduced funding.

2.11.4

Gateway agrees and understands that the Division of Purchasing can choose terminate a contract at any time. In this case, the Division of Purchasing will give written notice at least 30 calendar days prior to the effective date of termination.

2.11.5

Gateway agrees and understands that it will be held liable for any personal injury or property damage. Gateway will not seek recourse against the state should personal injury or property damage occur.

2.11.6

Should the need for a transition occur, Gateway will cooperate with all organizations as designated by the Department to ensure an orderly transition of services and responsibilities under the contract and to avoid any disruptions in services. Gateway agrees and understands its obligations under this Request for Proposal in regards to the expiration, termination, or cancelation of the contract. Gateway will fully cooperate with the Department to exchange the necessary records and documentation within 7 days. Gateway will discontinue services, stop accepting new clients, and refuse any new assignments upon the date specified by the Department. If a Gateway client is transferred to another organization, Gateway will furnish all client documents to the new agency.

2.11.7

Gateway will acquire sufficient liability insurance in order to protect the State, the Department, and other organizations from any potential loss. General and other non-professional liability insurance will include an endorsement that adds the State of Missouri as an additional insured. Gateway will notify the state agency at least thirty (30) days prior to any insurance cancellation.

2.11.8

Gateway does not plan to utilize subcontractors as part of this project. Should we decide to utilize a subcontractor, we will only do so after receiving express written consent from the Department. We will ensure that all employees of a utilized subcontractor are authorized to work in the state of Missouri and are legally employed.

2.11.9

Gateway agrees to and understands that all payments made to an Organization for the Blind/Sheltered Workshop, a Service-Disabled Veteran Business Enterprise (SDVE), and/or a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) will require a detailed, monthly report to the Department. We will also communicate regularly with the Department and submit notifications for any changes regarding entity status or our relationship to them.

2.11.10

Gateway agrees that its status will be that of an independent contractor assuming all legal and financial responsibility for salaries, taxes, FICA, employee fringe benefits, workers compensation, employee insurance, minimum wage requirements, overtime, etc., effectively excluding the state from potential legal harm.

2.11.11

Gateway agrees and understands that all documents, data, reports, supplies, equipment, and accomplishments, prepared, furnished, or completed by Gateway become the property of the state following contract termination.

2.11.12

Gateway will keep confidential all discussions, reports, documentation, or materials generated by this contract unless given prior written consent by the Department to use such information publically. If requested by the Department, Gateway staff will sign specific document regarding confidentiality, security, or other similar documents.

With regards to client information, Gateway complies with confidentiality provisions including the Health Insurance Portability and Accountability Act of 1996 ("HIPAA"), 42 CFR Part 2, Federal Standards for Privacy of Individually Identifiable Health Information, the Security Standards for the Protection of Electronic Protected Health Insurance, and Breach Notification for Unsecured Protected Health Information. Client information will not be disclosed to anyone other than the Department and the client unless such disclosure is required by law. Gateway will obtain Department approved signed release of information forms from every client prior to sharing any information. Gateway assumes liability for all disclosures of confidential information and any breaches by staff or subcontractors.

2.11.13

Gateway will obtain approval from the state agency prior to any publicity or publications. Publicity pieces or publications will expressly credit the contract and the Department.

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EXHIBIT F

EXHIBIT F

IMPLEMENTATION/READINESS PLAN

Implementation of Readiness Plan – The vendor should sequentially list and briefly describe the tasks or events proposed for the implementation of the required services. If no tasks or events are required, the vendor should provide a statement of readiness. For each task/event identified, the vendor should identify the number of days required to complete the task/event, the personnel proposed to perform the task/event, and the number of work hours for each person.

- **Completion Day** should be specified as a certain number of days from the date the state agency authorizes the contractor to proceed with contract services until completion of the specific task and should be expressed as calendar days, not specific dates.
- **Assigned Personnel** should be identified by name rather than project title unless such personnel are yet to be hired.
- **Workhours** should indicate the time each assigned person will spend on the specific task.

Gateway understands that there will be a 30 day implementation period (section 2.2.3). Gateway assures the Department that we will be ready to receive referrals for this contract within 30 days of notice of award. The tasks below will be completed within the 30 day startup period although some tasks will be ongoing throughout the life of the contract. The work hours included below are the cumulative hours per staff person listed if we are awarded all four regions.

Task or Event	Completion Day	Assigned Personnel	Work-hours
Initial conference call with Office of Administration and/or MODOC, Division of Adult Institutions and Division of Probation and Parole to coordinate and finalize "start-up" plan.	2	Gregg Dockins, Division President, Corrections; Steve Doherty, Regional Director	1-2
Advertise all available staff positions both internally and externally.	2	Erik Davis, Talent Acquisition Specialist	1-2
Notify insurance carrier.	5	Lynn Noyes-Yamout, Supply Management Director	1
Order equipment & supplies to ensure delivery by start date.	10	Kim Brewer Supply Management Representative; Kevin Gilmartin, IS Manager	4

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Task or Event	Completion Day	Assigned Personnel	Work-hours
Create functions for invoicing; set up bi-weekly billing process; finalize required documentation for billing.	15	Steve Doherty, Regional Director; Sandra Bingaman, Business Operations Manager; Dwayne Lee or designee, Controller	2-3
Develop internal plan for data collection.	20	Steve Doherty, Regional Director; State Reentry Coordinator; Reentry Specialist Supervisor	3
Site visits from Gateway Division President & Regional Director to meet with Wardens, Probation/Parole representatives, institutional Pre-Release/Re-entry personnel; University of Missouri personnel; and, any other stakeholders.	20	Gregg Dockins, Division President, Corrections ; Steve Doherty, Regional Director	8
Meet with MODOC & University of Missouri personnel to review data collection requirements.	25	Steve Doherty, Regional Director; State Reentry Coordinator	2-3
Review process for enrollment of participants in the program.	25	Steve Doherty, Regional Director; State Reentry Coordinator; Reentry Specialist Supervisor; Reentry Specialist	12
Update/revise Policy & Procedure Manual to comply with contractual requirements.	30	Rebecca Douglas, Quality Assurance Coordinator	40
Create Client Case Management Handbook	30	Steve Doherty, Regional Director; State Reentry Coordinator; Reentry Specialist Supervisor	40
Training: Case Management Model; Supervision Model; Curricula; Documentation (assessment, CMP, etc.); GW Mandatory training (confidentiality; Ethics & Boundaries; Institutional mandatory requirements [PREA, MOCIS, etc.], NVCI, etc.); institutional systems (referral process, institutional case management functions); data tracking; reporting requirements.	30	Steve Doherty, Regional Director; Duane Cummins, Program Director; Micah Brown, Program Director; John Tucker, Program Director	10
Staff Recruitment activities continue, including interviews & selection. Filling staff positions will continue until a full complement of staff is employed.	30	Erik Davis, Talent Acquisition Specialist; Steve Doherty, Regional Director; Kim Feaman, Program Director; Donnie Wilson, Program Manager	30-36

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Task or Event	Completion Day	Assigned Personnel	Work-hours
Notify network partners and finalize written Service Provider agreements.	30	Steve Doherty, Regional Director; State Reentry Coordinator	30
Finalize Output and Outcome goals and reporting formats with University of Missouri.	30	Steve Doherty, Regional Director; State Reentry Coordinator; Reentry Specialist Supervisor	10
Configure Active Directory Services, File Sharing services, and Email (Exchange) services	30	Kevin Gilmartin, IS Manager and Service Desk Team	15
Continue to develop post-release service provider network.	30 and ongoing	Steve Doherty, Regional Director; State Reentry Coordinator; Reentry Specialist Supervisor; Reentry Specialists	n/a
Pre-screen all applicants for appropriate educational, certification, and experience qualifications for each position in the staffing plan (this activity will be continuous until all positions filled).	30 and ongoing	Erik Davis, Talent Acquisition Specialist	8-10
Coordinate background and reference checks, verify urinalysis, process all paperwork, ensure benefits selection for new hires.	30 and ongoing	Regina Welsh, Office Manager; Rick Wurglitz, HR Representative	40

The tasks enumerated above will begin at varying points in the implementation period. The Gantt chart on the following page illustrates the anticipated time periods for each task.

Post-Contract Award Preparation/Implementation Activities

TASKS TO BE COMPLETED CALENDAR DAYS 1-30 POST AWARD NOTIFICATION	POST-AWARD ACTIVITIES TIMELINE					
	Days 1-5	Days 5-10	Days 10-15	Days 15-20	Days 20-25	Days 25-30
Initial conference call with Office of Administration and/or MODOC, Division of Adult Institutions and Division of Probation and Parole to coordinate and finalize "start-up" plan.	↔					
Advertise all available staff positions both internally and externally.	↔					
Update/revise of Policy and Procedure Manual as necessary to comply with contractual requirements.	↔					
Create Client Case Management Handbook	↔					
Training: Case Management Model; Supervision Model; Curricula; Documentation (assessment, CMP, etc.); GW Mandatory training (confidentiality; Ethics & Boundaries; Institutional mandatory requirements [PREA, MOCIS, etc.], NVCI, etc.); institutional systems (referral process, institutional case management functions); data tracking; reporting requirements.	↔					
Continue to develop post-release service provider network.	↔					
Pre-screen all applicants for appropriate educational, certification, and experience qualifications for each position in the staffing plan (this activity will	↔					

TASKS TO BE COMPLETED CALENDAR DAYS 1-30 POST AWARD NOTIFICATION	POST-AWARD ACTIVITIES TIMELINE					
	Days 1-5	Days 5-10	Days 10-15	Days 15-20	Days 20-25	Days 25-30
be continuous until all positions filled).						
Staff Recruitment activities continue, including interviews & selection . Filling staff positions will continue until a full complement of staff is employed.						
Notify insurance carrier.						
Conduct background and reference checks, verify urinalysis, process all paperwork, ensure benefits selection for new hires						
Order equipment & supplies to ensure delivery by start date.						
Site visits from Gateway Division President & Regional Director to meet with Wardens, Probation/Parole representatives, institutional Pre-Release/Re-entry personnel; University of Missouri personnel; and, any other stakeholders						
Create functions for invoicing; set up bi-weekly billing process; finalize required documentation for billing.						
Develop internal plan for data collection.						
Meet with WDOC & University of Missouri personnel to review data collection requirements.						
Review process for enrollment of participants in the program.						
Notify network partners and						

TASKS TO BE COMPLETED CALENDAR DAYS 1-30 POST AWARD NOTIFICATION	POST-AWARD ACTIVITIES TIMELINE					
	Days 1-5	Days 5-10	Days 10-15	Days 15-20	Days 20-25	Days 25-30
finalize written Service Provider agreements.						
Finalize Output and Outcome goals and reporting formats with University of Missouri.					↔	
Configure Active Directory Services, File Sharing services, and Email (Exchange) services					↔	

EXHIBIT G

As indicated throughout our proposal, Gateway is submitting a proposal to provide Pre and Post-Release Reentry Services in all four regions included in this solicitation (Northeast, Northwest, Southeast, and Southwest). We have included the required Exhibit G documents as well as alternate strategies that highlight the benefits of awarding Gateway a statewide contract.

Exhibit G contains the following items:

- Budget/Price Analysis for each of the four regions being contracted under this solicitation
- Budget Narrative
- *Alternate Pricing Page: Statewide Award*
- *Alternate Budget/Price Analysis* for all four regions should Gateway be awarded a statewide contract.

Exhibit G
Budget/Price Analysis
Proposed Region: NorthEast

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 33,920.00
Total Professional Personnel			\$ 161,920.00
Support Personnel (list)			
Administrative Assistant I--Part Time	0.600	\$ 26,000.00	\$ 15,600.00
FRINGE BENEFITS @ 26.5%		---	\$ 4,134.00
Total Support Personnel			\$ 19,734.00
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	12	\$ 75.00	\$ 900.00
Hotel	12	\$ 115.00	\$ 1,380.00
Total Travel Expenses			\$ 15,120.00
Materials and Supplies (list)			
Office Supplies	4.60	\$ 500.00	\$ 2,300.00
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	5.00	\$ 1,268.27	\$ 6,341.35
Mobile Phone	4.00	\$ 700.00	\$ 2,800.00
Total Materials and Supplies			\$ 13,541.35
Total SECTION I (Annual)			\$ 210,315.35

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services			
Budget Categories	Estimated Quantity	Unit Price	Total
Services:			
1. Housing/Utilities	40	\$ 400.00	\$ 16,000.00
2. Employment Services/Activities	180	\$ 30.00	\$ 5,400.00
3. Transportation	2100	\$ 2.00	\$ 4,200.00
4. Food Assistance	180	\$ 25.00	\$ 4,500.00
5. Clothing	180	\$ 50.00	\$ 9,000.00
6. Family Services	35	\$ 50.00	\$ 1,750.00
7. Personal Identification	180	\$ 15.00	\$ 2,700.00
8. Financial Assistance	20	\$ 100.00	\$ 2,000.00
9. Health Services	180	\$ 30.00	\$ 5,400.00
10. Mentoring Services	180	\$ 15.00	\$ 2,700.00
11. Other Services (list)			\$ -
Total Services			\$ 53,650.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 13.5%			\$ 35,635.32
Total Other			\$ 35,635.32
Total SECTION II (Annual)			\$ 89,285.32
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$ 299,600.67
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 160 clients at a time)			210
Number of days of services in program receiving services (avg. 3 mos. pre/6 mos. po)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

Exhibit G
Budget/Price Analysis
Proposed Region: NorthWest

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 33,920.00
Total Professional Personnel			\$ 161,920.00
Support Personnel (list)			
Administrative Assistant I--Part Time	0.600	\$ 26,000.00	\$ 15,600.00
FRINGE BENEFITS @ 26.5%		---	\$ 4,134.00
Total Support Personnel			\$ 19,734.00
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	24	\$ 35.00	\$ 840.00
Total Travel Expenses			\$ 13,680.00
Materials and Supplies (list)			
Office Supplies	4.60	\$ 500.00	\$ 2,300.00
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	5.00	\$ 1,268.27	\$ 6,341.35
Mobile Phone	4.00	\$ 700.00	\$ 2,800.00
Total Materials and Supplies			\$ 13,541.35
Total SECTION I (Annual)			\$ 208,875.35

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services

Budget Categories	Estimated Quantity	Unit Price	Total
Services:			
1. Housing/Utilities	40	\$ 400.00	\$ 16,000.00
2. Employment Services/Activities	180	\$ 30.00	\$ 5,400.00
3. Transportation	2100	\$ 2.00	\$ 4,200.00
4. Food Assistance	180	\$ 25.00	\$ 4,500.00
5. Clothing	180	\$ 50.00	\$ 9,000.00
6. Family Services	35	\$ 50.00	\$ 1,750.00
7. Personal Identification	180	\$ 15.00	\$ 2,700.00
8. Financial Assistance	20	\$ 100.00	\$ 2,000.00
9. Health Services	180	\$ 30.00	\$ 5,400.00
10. Mentoring Services	180	\$ 15.00	\$ 2,700.00
11. Other Services (list)			\$ -
Total Services			\$ 53,650.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 14%			\$ 36,753.55
Total Other			\$ 36,753.55
Total SECTION II (Annual):			\$ 90,403.55
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$ 299,278.90
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 160 clients at a time)			210
Number of days of services in program receiving services (avg. 6 mos. length of stay)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

Exhibit G
Budget/Price Analysis
Proposed Region: SouthEast

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 33,920.00
Total Professional Personnel			\$ 161,920.00
Support Personnel (list)			
Administrative Assistant I--Part Time	0.600	\$ 26,000.00	\$ 15,600.00
FRINGE BENEFITS @ 26.5%		---	\$ 4,134.00
Total Support Personnel			\$ 19,734.00
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	24	\$ 35.00	\$ 840.00
Total Travel Expenses			\$ 13,680.00
Materials and Supplies (list)			
Office Supplies	4.60	\$ 500.00	\$ 2,300.00
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	5.00	\$ 1,268.27	\$ 6,341.35
Mobile Phone	4.00	\$ 700.00	\$ 2,800.00
Total Materials and Supplies			\$ 13,541.35
Total SECTION I (Annual)			\$ 208,875.35

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services			
Budget Categories	Estimated Quantity	Unit Price	Total
Services:			
1. Housing/Utilities	40	\$ 400.00	\$ 16,000.00
2. Employment Services/Activities	180	\$ 30.00	\$ 5,400.00
3. Transportation	2100	\$ 2.00	\$ 4,200.00
4. Food Assistance	180	\$ 25.00	\$ 4,500.00
5. Clothing	180	\$ 50.00	\$ 9,000.00
6. Family Services	35	\$ 50.00	\$ 1,750.00
7. Personal Identification	180	\$ 15.00	\$ 2,700.00
8. Financial Assistance	20	\$ 100.00	\$ 2,000.00
9. Health Services	180	\$ 30.00	\$ 5,400.00
10. Mentoring Services	180	\$ 15.00	\$ 2,700.00
11. Other Services (list)			\$ -
Total Services			\$ 53,650.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 14%			\$ 36,753.55
Total Other			\$ 36,753.55
Total SECTION II (Annual)			\$ 90,403.55
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$ 299,278.90
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 160 clients at a time)			210
Number of days of services in program receiving services (avg. 6 mos. length of stay)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

Exhibit G
Budget/Price Analysis
Proposed Region: SouthWest

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 33,920.00
Total Professional Personnel			\$ 161,920.00
Support Personnel (list)			
Administrative Assistant I--Part Time	0.600	\$ 26,000.00	\$ 15,600.00
FRINGE BENEFITS @ 26.5%		---	\$ 4,134.00
Total Support Personnel			\$ 19,734.00
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	24	\$ 35.00	\$ 840.00
Total Travel Expenses			\$ 13,680.00
Materials and Supplies (list)			
Office Supplies	4.60	\$ 500.00	\$ 2,300.00
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	5.00	\$ 1,268.27	\$ 6,341.35
Mobile Phone	4.00	\$ 700.00	\$ 2,800.00
Total Materials and Supplies			\$ 13,541.35
Total SECTION I (Annual)			\$ 208,875.35

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services			
Budget Categories	Estimated Quantity	Unit Price	Total
Services:			
1. Housing/Utilities	40	\$ 400.00	\$ 16,000.00
2. Employment Services/Activities	180	\$ 30.00	\$ 5,400.00
3. Transportation	2100	\$ 2.00	\$ 4,200.00
4. Food Assistance	180	\$ 25.00	\$ 4,500.00
5. Clothing	180	\$ 50.00	\$ 9,000.00
6. Family Services	35	\$ 50.00	\$ 1,750.00
7. Personal Identification	180	\$ 15.00	\$ 2,700.00
8. Financial Assistance	20	\$ 100.00	\$ 2,000.00
9. Health Services	180	\$ 30.00	\$ 5,400.00
10. Mentoring Services	180	\$ 15.00	\$ 2,700.00
11. Other Services (list)			\$ -
Total Services			\$ 53,650.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 14%			\$ 36,753.55
Total Other			\$ 36,753.55
Total SECTION II (Annual):			\$ 90,403.55
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$ 299,278.90
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 160 clients at a time)			210
Number of days of services in program receiving services (avg. 6 mos. length of stay)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

BUDGET NARRATIVE

Gateway has provided detailed budget documents as presented above. Please note that Gateway based its pricing on the following assumptions:

- Billing will be for the entire length of time a client is enrolled in services (intake date through discharge date), not the number of days the actual service is provided on.
- Gateway is utilizing an annual number of days of services based on average of three months pre-release and 6 months post-release.

Each of the line items has been prepared according to the following specifications and/or methodology.

SECTION I- ADMINISTRATIVE SERVICES

Salaries & Benefits

Salaries:

We believe that it is crucial to provide market-competitive salaries in order to ensure a stable, competent workforce. This is the key factor in maintaining high-quality programming, thus giving the Department the best opportunity for positive outcomes.

We have provided our detailed salary expenses in the budget documents on the preceding pages, but for simplicity of presentation, our proposed average salary levels over the life of the contract are provided in the table below.

Position	Average Salary
State Reentry Manager	\$50,000.00*
Reentry Specialist Supervisor	\$38,000.00
Reentry Specialist	\$30,000.00
Administrative Assistant	\$26,000.00

**position contingent upon award of all 4 regions.*

Fringe Benefits:

Fringe benefit costs are calculated as a percentage of salary expenses (26.5%). Fringe benefit items include health insurance, FICA, workers compensation, unemployment insurance, life insurance, disability insurance, and an Employee Assistance Program. Health insurance premiums are calculated using expected premiums averaged for type of coverage (employee only, employee +1, or family) and anticipated enrollment levels.

Gateway Foundation, Inc., dba GPI Services, Inc.

Contact Person: Gregg Dockins

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Benefits are designed to be an aid to recruiting and retaining qualified employees at an optimal cost. In order to promote employee health and contain long-term health costs, Gateway implements an employee wellness program and an employee smoking cessation program. There are employee health insurance premium credits or surcharges associated with participation in the programs.

Travel Expenses:

Travel includes anticipated expenses associated with contract related activities, primarily mileage reimbursement incurred in the provision of services across the region and travel expenses resulting from staff attendance at the Department's three day or three week Basic Training (transportation, lodging and meals). You will note that this figure is elevated in the Northeast region. This is due to the fact that staff will need to attend this training at the Central Training Center in Jefferson City which is too great a distance to drive daily. Training locations in the other three regions are within an hour's drive (approximately) and thus do not incur the added hotel expense.

Materials and Supplies:

- *Office Supplies* include expenses for routine office supplies, copy paper, etc.
- *Insurance* estimates are for General and Professional liability.
- Gateway has allocated \$1,500 per region towards the lease of a *copy machine* and maintenance agreement as well as the paper and toner that will be necessary for program operations.
- *PC/Laptops* will be provided to all program staff. As staff will be mobile, Gateway will equip all staff with laptops so that they can access their computers regardless of work location.
- *Mobile Phones* will be issued to the Sate Reentry Manager (if applicable), Reentry Specialist Supervisor, and Reentry Specialists. Staff is expected to be highly mobile and in the field often; Gateway will need to be able to reach them at non-stationary phones and vice versa.

SECTION II- SERVICES- BREAKDOWN FOR ARRAY OF SERVICES

Services:

Gateway has included funding for the client services listed below. Gateway will provide clients with financial assistance on a case by case basis and in no way guarantees that all clients will receive monetary help in all categories. Clients will be encouraged to utilize existing community resources but in some cases, we realize that this may not be feasible.

Justification	
1. Housing/Utilities	Current Gateway Case Managers expressed that clients often have a difficult time securing housing due to their inability to meet the obligations for a down payment or qualifying for

	utilities. We believe that safe, adequate housing is essential for successful reentry and remaining crime-free.
2. Employment Services/Activities	Prison reentrants are often unprepared to access good employment opportunities upon release. Employment services/activities may include vocational training, certification (e.g. OSHA), GED test preparation or the fee for the exam, etc. Improving one's education or employment opportunities have proven to be an important component of reducing recidivism.
3. Transportation	Transportation is often a barrier to accessing services or attending job interviews. In more rural areas where public transportation is not readily available, other transportation options, such as privately run vans/shuttles, may exist. If clients are expected to be at job interviews or other services as part of their CMP, we want to reduce any barriers they have accomplishing that.
4. Food Assistance	It is a sad reality that many ex-offenders (and their families) may struggle to obtain basic needs, such as food. Successfully complying with one's CMP and remaining crime free is increasingly difficult when one is hungry or worried about basic needs for themselves or their family.
5. Clothing	We anticipate that some participants will need new clothes for interviews or for their job. Other participants may be in need of clothes for their daily life if they have been incarcerated for a long period of time (such as a coat and shoes) or if their clothing has negative associations (gang representation).
6. Family Services	Family services may include any fees owed to the Dept. of Social Services or costs associated with parenting classes or family reunification classes if indicated on the CMP. A supportive family network is another factor that is associated with reductions in recidivism.
7. Personal Identification	Participants often cite tremendous difficulty in obtaining personal identification which is essential for employment/school and enrolling in certain social services. Gateway has included funding to pay fines or fees associated with attaining such documentation from the state/county.
8. Financial Assistance	Participants may have other fines/fees with which they need assistance or may identify a service from which they could greatly benefit. Gateway will consider financial assistance on an individual basis to assuage any stress or barriers to successful completion of an individual's CMP.
9. Health Services	Gateway has included resources for health care services which could include prescription medicine, screenings, tests, doctor visits, telehealth sessions, etc.
10. Mentoring Services	Mentoring is an important service for prison reentrants. Gateway has included monies for any fees associated with a formal mentoring program.

Gateway Foundation, Inc., dba GFI Services, Inc.

Contact Person: Gregg Dockins

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Other:

Gateway's administration support allocation of 14% is an efficient allocation for services in support of behavioral health care, including Human Resources, Information Technology, Finance, Payroll, Accounting, Accounts Payable, Accounts Receivable, Executive Management and Board of Directors governance activities. Please note, Gateway has reduced its indirect in the Northeast region in order to pay for the additional travel expenses in that region. The percentage is based on an OMB compliant allocation method that uses cost drivers for each administrative department to allocate actual administrative expense to specific revenue and cost centers.

Gateway currently has a Federally Approved Indirect Rate of 24.2%, which is being cut in half for this bid proposal. This is substantially lower than the indirect rate currently charged by most of Gateway's competitors.

ALTERNATE PRICING PAGE: STATEWIDE AWARD

As described throughout this proposal, Gateway is applying for all four regions included in this solicitation. **If awarded all four regions, Gateway would not only be able to serve an additional 200 clients but would be able to do so at a reduced per diem!** In fact, the per diem would be reduced from \$5.28 to \$4.27 per client/day. An award of all four regions would provide us the resources to include a State Reentry Manager who would bear overall responsibility and management for this contract. This would allow the Reentry Specialist Supervisor to carry a larger caseload thereby serving a greater number of clients at no additional cost to the State.

In addition, Gateway is applying for RFPS30034901701491, Post-Release Reentry Services for the Kansas City Reentry Center. If awarded all five sites, Gateway would be able to serve 275 more clients each year with virtually the same level of resources.

An award of all four regions and the Kansas City Reentry Center to Gateway would allow us to:

- Reduce our indirect rate due to economies of scale
- Reduce the per diem price by \$1.01 per client/day
- Serve an additional 275 clients across the two contracts with a total maximum outlay of only \$862.98 more

STATEWIDE AWARD	
ORIGINAL CONTRACT PERIOD PRICE PER OFFENDER PER DAY	
Firm, Fixed Price Per Offender Per Day:	\$4.27
RENEWAL OPTION YEARS' PRICING PER OFFENDER PER DAY	
First Renewal Period	
Maximum Price Per Offender Per Day:	\$4.27
Second Renewal Period	
Maximum Price Per Offender Per Day	\$4.27

On the following page, we have included budget/price analysis table for each region should we be awarded all four regions.

Exhibit G
Budget/Price Analysis
Proposed Region: NorthEast

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
State Reentry Manager	0.25	\$ 50,000.00	\$ 12,500.00
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 37,232.50
Total Professional Personnel			\$ 177,732.50
Support Personnel (list)			
Administrative Assistant I	0.125	\$ 26,000.00	\$ 3,250.00
FRINGE BENEFITS @ 26.5%		---	\$ 861.25
Total Support Personnel			\$ 4,111.25
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	12	\$ 75.00	\$ 900.00
Hotel	12	\$ 115.00	\$ 1,380.00
Total Travel Expenses			\$ 15,120.00
Materials and Supplies (list)			
Office Supplies	4.38	\$ 500.00	\$ 2,187.50
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	4.38	\$ 1,268.27	\$ 5,548.68
Mobile Phone	4.25	\$ 700.00	\$ 2,975.00
Total Materials and Supplies			\$ 12,811.18
Total SECTION I (Annual)			\$ 209,774.93

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services				
Budget Categories	Estimated Quantity	Unit Price	Total	
Services:				
1. Housing/Utilities	40	\$ 400.00	\$	16,000.00
2. Employment Services/Activities	200	\$ 30.00	\$	6,000.00
3. Transportation	2400	\$ 2.00	\$	4,800.00
4. Food Assistance	200	\$ 25.00	\$	5,000.00
5. Clothing	200	\$ 50.00	\$	10,000.00
6. Family Services	40	\$ 50.00	\$	2,000.00
7. Personal Identification	200	\$ 15.00	\$	3,000.00
8. Financial Assistance	20	\$ 100.00	\$	2,000.00
9. Health Services	200	\$ 30.00	\$	6,000.00
10. Mentoring Services	200	\$ 15.00	\$	3,000.00
11. Other Services (list)			\$	-
Total Services			\$	57,800.00
Other (list)				
Administrative Overhead / Indirect Expenses @ 12%			\$	32,108.99
Total Other			\$	32,108.99
Total SECTION II (Annual):			\$	89,908.99
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$	299,683.92
Assumptions used in above analysis:				
Annual number of offenders (static capacity max of 200 clients at a time)				260
Number of days of services in program receiving services (avg. 3 mos. pre/6 mos.)				270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.				

Exhibit G
Budget/Price Analysis
Proposed Region: NorthWest

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
State Reentry Manager	0.25	\$ 50,000.00	\$ 12,500.00
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 37,232.50
Total Professional Personnel			\$ 177,732.50
Support Personnel (list)			
Administrative Assistant I	0.125	\$ 26,000.00	\$ 3,250.00
FRINGE BENEFITS @ 26.5%		---	\$ 861.25
Total Support Personnel			\$ 4,111.25
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	24	\$ 35.00	\$ 840.00
Total Travel Expenses			\$ 13,680.00
Materials and Supplies (list)			
Office Supplies	4.38	\$ 500.00	\$ 2,187.50
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
PC/Laptop	4.38	\$ 1,268.27	\$ 5,548.68
Mobile Phone	4.25	\$ 700.00	\$ 2,975.00
Total Materials and Supplies			\$ 12,811.18
Total SECTION I (Annual)			\$ 208,334.93

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services				
Budget Categories	Estimated Quantity	Unit Price	Total	
Services:				
1. Housing/Utilities	40	\$ 400.00	\$	16,000.00
2. Employment Services/Activities	200	\$ 30.00	\$	6,000.00
3. Transportation	2400	\$ 2.00	\$	4,800.00
4. Food Assistance	200	\$ 25.00	\$	5,000.00
5. Clothing	200	\$ 50.00	\$	10,000.00
6. Family Services	40	\$ 50.00	\$	2,000.00
7. Personal Identification	200	\$ 15.00	\$	3,000.00
8. Financial Assistance	20	\$ 100.00	\$	2,000.00
9. Health Services	200	\$ 30.00	\$	6,000.00
10. Mentoring Services	200	\$ 15.00	\$	3,000.00
11. Other Services (list)			\$	-
Total Services			\$	57,800.00
Other (list)				
Administrative Overhead / Indirect Expenses @ 12.55%			\$	33,399.93
Total Other			\$	33,399.93
Total SECTION II (Annual):			\$	91,199.93
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$	299,534.87
Assumptions used in above analysis:				
Annual number of offenders (static capacity max of 200 clients at a time)				260
Number of days of services in program receiving services (avg. 6 mos. length of st				270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.				

Exhibit G
Budget/Price Analysis
Proposed Region: SouthEast

Section I - Administrative services			
Budget Categories	FTE	Annual Salary	Total
Professional Personnel (list name or title)			
State Reentry Manager	0.25	\$ 50,000.00	\$ 12,500.00
Reentry Specialist/Supervisor	1.00	\$ 38,000.00	\$ 38,000.00
Reentry Specialist	3.00	\$ 30,000.00	\$ 90,000.00
FRINGE BENEFITS @ 26.5%		---	\$ 37,232.50
Total Professional Personnel			\$ 177,732.50
Support Personnel (list)			
Administrative Assistant I	0.125	\$ 26,000.00	\$ 3,250.00
FRINGE BENEFITS @ 26.5%		---	\$ 861.25
Total Support Personnel			\$ 4,111.25
Budget Categories	Quantity	Unit Price	Total
Travel Expenses (list)			
Mileage Reimbursement	24000	\$ 0.54	\$ 12,840.00
Meals	24	\$ 35.00	\$ 840.00
Total Travel Expenses			\$ 13,680.00
Materials and Supplies (list)			
Office Supplies	4.38	\$ 500.00	\$ 2,187.50
Professional Liability/Property Insurance	1	\$ 600.00	\$ 600.00
Copier Lease/Maintenance/Copy Paper/Toner	1	\$ 1,500.00	\$ 1,500.00
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Mobile Phone	4.25	\$ 700.00	\$ 2,975.00
Total Materials and Supplies			\$ 12,811.18
Total SECTION I (Annual)			\$ 208,334.93

EXHIBIT G, continued

SECTION II - Services - Breakdown for array of services

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Services:			
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2. Employment Services/Activities	200	\$ 30.00	\$ 6,000.00
3. Transportation	2400	\$ 2.00	\$ 4,800.00
4. Food Assistance	200	\$ 25.00	\$ 5,000.00
5. Clothing	200	\$ 50.00	\$ 10,000.00
6. Family Services	40	\$ 50.00	\$ 2,000.00
7. Personal Identification	200	\$ 15.00	\$ 3,000.00
8. Financial Assistance	20	\$ 100.00	\$ 2,000.00
9. Health Services	200	\$ 30.00	\$ 6,000.00
10. Mentoring Services	200	\$ 15.00	\$ 3,000.00
11. Other Services (list)			\$ -
Total Services			\$ 57,800.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 12.55%			\$ 33,399.93
Total Other			\$ 33,399.93
Total SECTION II (Annual):			\$ 91,199.93
Total Annual Amount [Section I + Section II] (not to exceed \$300,000)			\$ 299,534.87
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 200 clients at a time)			260
Number of days of services in program receiving services (avg. 6 mos. length of stay)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

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Proposed Region: SouthWest

Section I - Administrative services				
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10. Mentoring Services	200	\$ 15.00	\$ 3,000.00
11. Other Services (list)			\$ -
Total Services			\$ 57,800.00
Other (list)			
Administrative Overhead / Indirect Expenses @ 12.55%			\$ 33,399.93
Total Other			\$ 33,399.93
Total SECTION II (Annual):			\$ 91,199.93
Total Annual Amount (Section I + Section II) (not to exceed \$300,000)			\$ 299,534.87
Assumptions used in above analysis:			
Annual number of offenders (static capacity max of 200 clients at a time)			260
Number of days of services in program receiving services (avg. 6 mos. length of stay)			270
NOTE: The payment shall be in accordance with the price stated on the pricing page as identified in the Invoicing and Payments Requirements.			

SECTION 3.7:
VENDOR'S MBE/WBE
PARTICIPATION

CONTENTS:

EXHIBIT H

EXHIBIT I

**EXHIBIT H
AND
EXHIBIT I**

Background and Overview of Assumptions

Gateway Foundation, Inc., dba GFI Services, Inc. is a national not-for-profit behavioral healthcare service provider and is responding to the State of Missouri, Office of Administration Solicitation/Opportunity No. RFPS30034901701492 for Pre and Post-Release Reentry Services throughout designated regions in the State of Missouri. The program focuses on providing services that help prepare offenders for successful reintegration back to their communities. Gateway will provide these services directly through their employees and does not subcontract its core services to other agencies. Approximately 73% of the total budget for this contract is accounted for by salaries and fringe benefits for the Gateway employees, as well as indirect overhead expenses. Another 19% of the budget is dedicated to client support and assistance, limiting our ability to meet the desired 10% Minority and 5% Women Business Enterprise vendor utilization.

The following documents contain Gateway's effort to include Minority and Women vendors in those areas identified as business not directly provided by Gateway staff that would provide a meaningful contribution through the sale of needed goods for the fulfillment of the program. We carried out a review of all possible opportunities and we were able to identify one area where Gateway could utilize a Minority/Woman Business Enterprise vendor. Gateway Supply Management staff carried out the vendor engagement activities as prescribed in Solicitation/Opportunity No. RFPS30034901701492 and have the necessary Exhibit H and Exhibit I documents completed for our proposal.

Gateway utilized the resource references contained in Solicitation/Opportunity No. RFPS30034901701492 and located "Guy Brown Products" to fulfill the office supply needs for this program. All supplies purchased from Guy Brown Products under this contract will be used exclusively for the support of the Pre and Post-Release Reentry Services programs.

EXHIBIT H**PARTICIPATION COMMITMENT**

Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or Service-Disabled Veteran Business Enterprise (SDVE) Participation Commitment – If the vendor is committing to participation by or if the vendor is a qualified MBE/WBE and/or organization for the blind/sheltered workshop and/or a qualified SDVE, the vendor must provide the required information in the appropriate table(s) below for the organization proposed and must submit the completed exhibit with the vendor's proposal.

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Place a check in the appropriate box below for the region proposed. There should only be **ONE** box checked. If proposing multiple regions, copy and complete this Participation Commitment Exhibit for each proposed region.

<input checked="" type="checkbox"/> North East Region	<input type="checkbox"/> North West Region
<input type="checkbox"/> South East Region	<input type="checkbox"/> South West Region

(The services performed or the products provided by the listed MBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)

Name of Each Qualified Minority Business Enterprise (MBE) Proposed	Committed Percentage of Participation for Each MBE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed MBE <i>The vendor should also include the paragraph number(s) from the RFP which requires the product/service the MBE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.</i>
1. GUY BROWN	1 %	Product/Service(s) proposed: General Office Supplies, copy paper & Toner RFP Paragraph References: pg. 26 paragraph 2.11.9
2.	%	Product/Service(s) proposed: RFP Paragraph References:
3.	%	Product/Service(s) proposed: RFP Paragraph References:
4.	%	Product/Service(s) proposed: RFP Paragraph References:
Total MBE Percentage:	1 %	

EXHIBIT I**DOCUMENTATION OF INTENT TO PARTICIPATE**

If the vendor is proposing to include the participation of a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or qualified Service-Disabled Veteran Business Enterprise (SDVE) in the provision of the products/services required in the RFP, the vendor must either provide a recently dated letter of intent, signed and dated no earlier than the RFP issuance date, from each organization documenting the following information, or complete and provide this Exhibit with the vendor's proposal.

- Copy This Form For Each Organization Proposed -

Vendor Name: Gateway Foundation

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the vendor identified above.

Indicate appropriate business classification(s):

☒ MBE ☒ WBE ☐ Organization for the Blind ☐ Sheltered Workshop ☐ SDVE

Name of Organization: GUY BROWN MANAGEMENT LLC

(Name of MBE, WBE, Organization for the Blind, Sheltered Workshop, or SDVE)

Contact Name: BOB RAMLET

Email: BOB.RAMLET@GUYBROWN.COM

Address (If SDVE, provide
MO Address):

Phone #:

7111 COMMERCE WAY

615-944-8519

City:

BRENTWOOD

Fax #:

877-392-8093

State/Zip:

TN 37027

Certification #

SEE ATTACHMENTS

SDVE's Website

Certification

(or attach copy of certification)

Address:

Expiration

Date:

Service-Disabled
Veteran's (SDV) Name:
(Please Print)

SDV's
Signature:

PRODUCTS/SERVICES PARTICIPATING ORGANIZATION AGREED TO PROVIDE

Describe the products/services you (as the participating organization) have agreed to provide:

OFFICE PRODUCTS, INK AND TONER, PAPER

Authorized Signature:

[Signature]
Authorized Signature of Participating Organization
(MBE, WBE, Organization for the Blind, Sheltered Workshop, or
SDVE)

17 Jul 2017

Date

(Dated no earlier than
the RFP issuance date)

THIS CERTIFIES THAT

Guy Brown Management LLC (Corporate Plus®)

(Sole Contractor)



NMSDC
National Minority Supplier
Development Council

* Nationally certified by the: **TRISTATE MINORITY SUPPLIER DEVELOPMENT COUNCIL**

* NAICS Code(s): 424120; 541890; 424310; 423850; 423420; 423430; 532420

Description of their products and services as defined by the North American Industry Classification System (NAICS)

10/17/2016

Issued Date

TN01191

Certificate Number

Joset Wright-Lacy

Joset B. Wright-Lacy

Cheri K. Henderson

Cheri K. Henderson, President/CEO

11/06/2017

Expiration Date

By using your password (NMSDC password only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

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<input type="checkbox"/> South East Region	<input type="checkbox"/> South West Region

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2.	%	Product/Service(s) proposed: RFP Paragraph References:
3.	%	Product/Service(s) proposed: RFP Paragraph References:
4.	%	Product/Service(s) proposed: RFP Paragraph References:
Total MBE Percentage:	1 %	

EXHIBIT IDOCUMENTATION OF INTENT TO PARTICIPATE

If the vendor is proposing to include the participation of a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or qualified Service-Disabled Veteran Business Enterprise (SDVE) in the provision of the products/services required in the RFP, the vendor must either provide a recently dated letter of intent, signed and dated no earlier than the RFP issuance date, from each organization documenting the following information, or complete and provide this Exhibit with the vendor's proposal.

- Copy This Form For Each Organization Proposed -

Vendor Name: Gateway Foundation

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the vendor identified above.

Indicate appropriate business classification(s):

X MBE X WBE _____ Organization for the Blind _____ Sheltered Workshop _____ SDVE

Name of Organization: GUY BROWN MANAGEMENT LLC

(Name of MBE, WBE, Organization for the Blind, Sheltered Workshop, or SDVE)

Contact Name: BOB RAMLET

Email: BOB.RAMLET@GUYBROWN.COM

Address (if SDVE, provide

Phone #:

MO Address):

7111 COMMERCE WAY

615-944-8519

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877-392-8093

State/Zip:

TN 37027

Certification #

SEE ATTACHMENTS

SDVE's Website

Certification

(or attach copy of certification)

Address:

Expiration

Date:

Service-Disabled

SDV's

Veteran's (SDV) Name:

Signature:

(Please Print)

PRODUCTS/SERVICES PARTICIPATING ORGANIZATION AGREED TO PROVIDE

Describe the products/services you (as the participating organization) have agreed to provide:

OFFICE PRODUCTS, INK AND TONER, PAPER

Authorized Signature:

[Signature]
Authorized Signature of Participating Organization
(MBE, WBE, Organization for the Blind, Sheltered Workshop, or
SDVE)

17 JUL 2017

Date

(Dated no earlier than
the RFP issuance date)

THIS CERTIFIES THAT

Guy Brown Management LLC (Corporate Plus®)



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* NAICS Code(s): 424120; 541890; 424310; 483150; 423420; 423430; 532420

* Certified by their professional code as issued by the North American Industry Classification System (NAICS)

10/17/2016

Issued Date

TN01191

Certificate Number

Joset Wright-Lacy

Joset B. Wright-Lacy

Cheri K. Henderson

Cheri K. Henderson, President/CEO

11/06/2017

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09/17/2016

Issued Date

TN01191

Certificate Number

Joset Wright-Lacy

Joset B. Wright-Lacy

Cheri Henderson

Cheri K. Henderson, President/CEO

11/06/2017

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<input type="checkbox"/> South East Region	<input checked="" type="checkbox"/> South West Region

(The services performed or the products provided by the listed MBE must provide a commercially useful function related to the delivery of the contractually-required service/product in a manner that will constitute an added value to the contract and shall be performed/provided exclusive to the performance of the contract.)

Name of Each Qualified Minority Business Enterprise (MBE) Proposed	Committed Percentage of Participation for Each MBE (% of the Actual Total Contract Value)	Description of Products/Services to be Provided by Listed MBE <i>The vendor should also include the paragraph number(s) from the RFP which requires the product/service the MBE is proposed to perform and describe how the proposed product/service constitutes added value and will be exclusive to the contract.</i>
1. GUY BROWN	1%	Product/Service(s) proposed: General Office Supplies, copy paper & Toner RFP Paragraph References: pg. 26 paragraph 2.11.9
2.	%	Product/Service(s) proposed: RFP Paragraph References:
3.	%	Product/Service(s) proposed: RFP Paragraph References:
4.	%	Product/Service(s) proposed: RFP Paragraph References:
Total MBE Percentage:	1%	

EXHIBIT I**DOCUMENTATION OF INTENT TO PARTICIPATE**

If the vendor is proposing to include the participation of a Minority Business Enterprise/Women Business Enterprise (MBE/WBE) and/or Organization for the Blind/Sheltered Workshop and/or qualified Service-Disabled Veteran Business Enterprise (SDVE) in the provision of the products/services required in the RFP, the vendor must either provide a recently dated letter of intent, signed and dated no earlier than the RFP issuance date, from each organization documenting the following information, or complete and provide this Exhibit with the vendor's proposal.

~ Copy This Form For Each Organization Proposed ~

Vendor Name: Gateway Foundation

This Section To Be Completed by Participating Organization:

By completing and signing this form, the undersigned hereby confirms the intent of the named participating organization to provide the products/services identified herein for the vendor identified above.

Indicate appropriate business classification(s):

☒ MBE ☒ WBE ☐ Organization for the Blind ☐ Sheltered Workshop ☐ SDVE

Name of Organization: GUY BROWN MANAGEMENT LLC

(Name of MBE, WBE, Organization for the Blind, Sheltered Workshop, or SDVE)

Contact Name: BOB RAMLET

Email: BOB.RAMLET@GUYBROWN.COM

Address (If SDVE, provide

Phone #:

MO Address):

7111 COMMERCE WAY

615-944-8519

City:

BRENTWOOD

Fax #:

877-392-8093

State/Zip:

TN 37027

Certification #

SEE ATTACHMENTS

SDVE's Website

Certification

(or attach copy of certification)

Address:

Expiration

Date:

Service-Disabled

SDV's

Veteran's (SDV) Name:

Signature:

(Please Print)

PRODUCTS/SERVICES PARTICIPATING ORGANIZATION AGREED TO PROVIDE

Describe the products/services you (as the participating organization) have agreed to provide:

OFFICE PRODUCTS, INK AND TONER, PAPER

Authorized Signature:

[Signature]
Authorized Signature of Participating Organization
(MBE, WBE, Organization for the Blind, Sheltered Workshop, or
SDVE)

17 Jul 2017

Date

(Dated no earlier than
the RFP issuance date)

THIS CERTIFIES THAT

Guy Brown Management, LLC (Corporate Plus®)

Guy Brown



NMSDC
National Minority Supplier
Development Council

* Nationally certified by the: **TRISTATE MINORITY SUPPLIER DEVELOPMENT COUNCIL**

*NAICS Code(s): 424120; 541890; 424310; 423850; 423420; 423430; 532420

* Description of their product/service as defined by the North American Industry Classification System (NAICS)

10/17/2016

Issued Date

TN01191

Certificate Number

Jose B. Wright-Lacy

Jose B. Wright-Lacy

Cheri K. Henderson

Cheri K. Henderson, President/CEO

11/06/2017

Expiration Date

By using your password (NMSDC issued only), authorized users may log into NMSDC Central to view the entire profile: <http://nmsdc.org>

Certify, Develop, Connect, Advocate.

* MBEs certified by an Affiliate of the National Minority Supplier Development Council, Inc.®

SECTION 3.8: MISCELLANEOUS SUBMITTAL
INFORMATION

CONTENTS:

*** EXHIBIT J***

*** EXHIBIT K***

EXHIBIT J

EXHIBIT J**BUSINESS ENTITY CERTIFICATION, ENROLLMENT DOCUMENTATION,
AND AFFIDAVIT OF WORK AUTHORIZATION****BUSINESS ENTITY CERTIFICATION:**

The vendor must certify their current business status by completing either Box A or Box B or Box C on this Exhibit.

- | | |
|---------------|---|
| BOX A: | To be completed by a non-business entity as defined below. |
| BOX B: | To be completed by a business entity who has not yet completed and submitted documentation pertaining to the federal work authorization program as described at http://www.uscis.gov/e-verify . |
| BOX C: | To be completed by a business entity who has current work authorization documentation on file with a Missouri state agency including Division of Purchasing. |

Business entity, as defined in section 285.525, RSMo, pertaining to section 285.530, RSMo, is any person or group of persons performing or engaging in any activity, enterprise, profession, or occupation for gain, benefit, advantage, or livelihood. The term "business entity" shall include but not be limited to self-employed individuals, partnerships, corporations, contractors, and subcontractors. The term "business entity" shall include any business entity that possesses a business permit, license, or tax certificate issued by the state, any business entity that is exempt by law from obtaining such a business permit, and any business entity that is operating unlawfully without such a business permit. The term "business entity" shall not include a self-employed individual with no employees or entities utilizing the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

Note: Regarding governmental entities, business entity includes Missouri schools, Missouri universities (other than stated in Box C), out of state agencies, out of state schools, out of state universities, and political subdivisions. A business entity does not include Missouri state agencies and federal government entities.

BOX A – CURRENTLY NOT A BUSINESS ENTITY

I certify that _____ (Company/Individual Name) **DOES NOT CURRENTLY MEET** the definition of a business entity, as defined in section 285.525, RSMo pertaining to section 285.530, RSMo as stated above, because: (check the applicable business status that applies below)

- ☐ I am a self-employed individual with no employees; **OR**
- ☐ The company that I represent employs the services of direct sellers as defined in subdivision (17) of subsection 12 of section 288.034, RSMo.

I certify that I am not an alien unlawfully present in the United States and if _____ (Company/Individual Name) is awarded a contract for the services requested herein under _____ (RFP Number) and if the business status changes during the life of the contract to become a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo then, prior to the performance of any services as a business entity, _____ (Company/Individual Name) agrees to complete Box B, comply with the requirements stated in Box B and provide the Division of Purchasing with all documentation required in Box B of this exhibit.

Authorized Representative's Name (Please Print)

Authorized Representative's Signature

Company Name (if applicable)

Date

EXHIBIT J, continued

(Complete the following if you DO NOT have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box B, do not complete Box C.)

BOX B – CURRENT BUSINESS ENTITY STATUS

I certify that _____ (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530.

Authorized Business Entity Representative's
Name (Please Print)

Authorized Business Entity
Representative's Signature

Business Entity Name

Date

E-Mail Address

As a business entity, the vendor must perform/provide each of the following. The vendor should check each to verify completion/submission of all of the following:

- ☐ Enroll and participate in the E-Verify federal work authorization program (Website: <http://www.uscis.gov/e-verify>; Phone: 888-464-4218; Email: e-verify@dhs.gov) with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services required herein;

AND

- ☐ Provide documentation affirming said company's/individual's enrollment and participation in the E-Verify federal work authorization program. Documentation shall include EITHER the E-Verify Employment Eligibility Verification page listing the vendor's name and company ID OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed, at minimum, by the vendor and the Department of Homeland Security – Verification Division. If the signature page of the MOU lists the vendor's name and company ID, then no additional pages of the MOU must be submitted;

AND

- ☐ Submit a completed, notarized Affidavit of Work Authorization provided on the next page of this Exhibit.

AFFIDAVIT OF WORK AUTHORIZATION:

The vendor who meets the section 285.525, RSMo, definition of a business entity must complete and return the following Affidavit of Work Authorization.

Comes now Patricia Aitken (Name of Business Entity Authorized Representative) as VP, Human Resources (Position/Title) first being duly sworn on my oath, affirm July 14, 2017 (Business Entity Name) is enrolled and will continue to participate in the E-Verify federal work authorization program with respect to employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri for the duration of the contract(s), if awarded in accordance with subsection 2 of section 285.530, RSMo. I also affirm that Gateway Foundation (Business Entity Name) does not and will not knowingly employ a person who is an unauthorized alien in connection with the contracted services provided under the contract(s) for the duration of the contract(s), if awarded.

In Affirmation thereof, the facts stated above are true and correct. (The undersigned understands that false statements made in this filing are subject to the penalties provided under section 575.040, RSMo.)

Patricia Aitken
Authorized Representative's Signature

Patricia Aitken
Printed Name

Vice President, Human Resources
Title

July 14, 2017
Date

paaiken@gatewayfoundation.org
E-Mail Address

386492
E-Verify Company ID Number

Subscribed and sworn to before me this 14th of July 2017. I am
(DAY) (MONTH, YEAR)

commissioned as a notary public within the County of Cook, State of
(NAME OF COUNTY)

Illinois, and my commission expires on 4/14/2020
(NAME OF STATE) (DATE)

Barbara H Stauffer
Signature of Notary

07/14/2017
Date

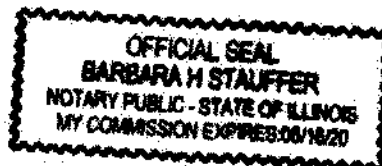


EXHIBIT J, continued

(Complete the following if you have the E-Verify documentation and a current Affidavit of Work Authorization already on file with the State of Missouri. If completing Box C, do not complete Box B.)

I certify that Gateway Foundation, Inc., dba GFI Services, Inc. (Business Entity Name) **MEETS** the definition of a business entity as defined in section 285.525, RSMo pertaining to section 285.530, RSMo and have enrolled and currently participates in the E-Verify federal work authorization program with respect to the employees hired after enrollment in the program who are proposed to work in connection with the services related to contract(s) with the State of Missouri. We have previously provided documentation to a Missouri state agency or public university that affirms enrollment and participation in the E-Verify federal work authorization program. The documentation that was previously provided included the following.

- ✓ The E-Verify Employment Eligibility Verification page OR a page from the E-Verify Memorandum of Understanding (MOU) listing the vendor's name and the MOU signature page completed and signed by the vendor and the Department of Homeland Security – Verification Division
- ✓ A current, notarized Affidavit of Work Authorization (must be completed, signed, and notarized within the past twelve months).

Name of Missouri State Agency or Public University* to Which Previous E-Verify Documentation Submitted: 7/14/2017

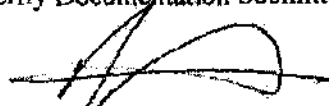
(*Public University includes the following five schools under chapter 34, RSMo: Harris-Stowe State University – St. Louis; Missouri Southern State University – Joplin; Missouri Western State University – St. Joseph; Northwest Missouri State University – Maryville; Southeast Missouri State University – Cape Girardeau.)

Date of Previous E-Verify Documentation Submission: 6/21/2016

Previous Bid/Contract Number for Which Previous E-Verify Documentation Submitted: _____ (if known)

Thomas P. Britton

Authorized Business Entity Representative's
Name (Please Print)



Authorized Business Entity
Representative's Signature

Gateway Foundation, Inc., dba GFI Services, Inc.
Business Entity Name

July 18, 2017
Date

tbritton@gatewayfoundation.org
E-Mail Address

386492
E-Verify MOU Company ID Number

Documentation Verification Completed By:


Buyer

8/22/17
Date

EXHIBIT K

EXHIBIT K

MISCELLANEOUS INFORMATION

1. **Outside United States:** If any products and/or services offered under this RFP are being manufactured or performed at sites outside the United States, the vendor MUST disclose such fact and provide details in the space below or on an attached page.

Are any of the vendor's proposed products and/or services being manufactured or performed at sites outside the United States?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
If YES, do the proposed products/services satisfy the conditions described in section 4, subparagraphs 1, 2, 3, and 4 of Executive Order 04-09? (see the following web link: http://www.sos.mo.gov/library/reference/orders/2004/eo04_009.asp)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>If YES, mark the appropriate exemption below, and provide the requested details:</p> <p>1. <input type="checkbox"/> Unique good or service. • EXPLAIN: _____</p> <p>2. <input type="checkbox"/> Foreign firm hired to market Missouri services/products to a foreign country. • Identify foreign country: _____</p> <p>3. <input type="checkbox"/> Economic cost factor exists • EXPLAIN: _____</p> <p>4. <input type="checkbox"/> Vendor/subcontractor maintains significant business presence in the United States and only performs trivial portion of contract work outside US. • Identify maximum percentage of the overall value of the contract, for any contract period, attributed to the value of the products and/or services being manufactured or performed at sites outside the United States: _____ % • Specify what contract work would be performed outside the United States: _____</p>		

2. **Employee Bidding/Conflict of Interest:**

Vendors who are elected or appointed officials or employees of the State of Missouri or any political subdivision thereof, serving in an executive or administrative capacity, must comply with sections 105.450 to 105.458, RSMo, regarding conflict of interest. If the vendor or any owner of the vendor's organization is currently an elected or appointed official or an employee of the State of Missouri or any political subdivision thereof, please provide the following information:

Name and title of elected or appointed official or employee of the State of Missouri or any political subdivision thereof:	
If employee of the State of Missouri or political subdivision thereof, provide name of state agency or political subdivision where employed:	
Percentage of ownership interest in vendor's	_____ %

Gateway Foundation, Inc., dba GFI Services, Inc.
Contact Person: Gregg Dockins
Response to RFPS30034901701492

organization held by elected or appointed official or employee of the State of Missouri or political subdivision thereof:	
---	--

3. Registration of Business Name (if applicable) with the Missouri Secretary of State: The vendor should indicate the vendor's charter number and company name with the Missouri Secretary of State. Additionally, the vendor should provide proof of the vendor's good standing status with the Missouri Secretary of State. If the vendor is exempt from registering with the Missouri Secretary of State pursuant to section 351.572, RSMo., identify the specific section of 351.572 RSMo., which supports the exemption.

E00049525	Gateway Foundation, Inc., dba, GFI Services, Inc.
<i>Charter Number (if applicable)</i>	<i>Company Name</i>
If exempt from registering with the Missouri Secretary of State pursuant to section 351.572 RSMo., identify the section of 351.572 to support the exemption:	

4. Proposed Subcontractors - The vendor should identify any subcontractor(s) proposed to provide any of the services required herein.

Proposed Subcontractor Name and Address	Service Proposed to be Provided by the Proposed Subcontractor
N/A	

APPENDIX

CONTENTS:

SELF-SUFFICIENCY MATRIX EVALUATION

SELF-SUFFICIENCY MATRIX BACKGROUND

FELON FRIENDLY EMPLOYERS

JOINT COMMISSION ACCREDITATION CERTIFICATE

SELF SUFFICIENCY MATRIX EVALUATION

TOWARD UNDERSTANDING HOMELESSNESS: THE 2007 NATIONAL SYMPOSIUM ON HOMELESSNESS RESEARCH. ACCOUNTABILITY, COST- EFFECTIVENESS, AND PROGRAM PERFORMANCE: PROGRESS SINCE 1998.. CASE STUDY: THE ARIZONA EVALUATION PROJECT ON HOMELESSNESS

03/01/2007

The Arizona Evaluation Project on Homelessness was designed to address the need to improve the measurement of program impacts at the client level. The Project was designed to use aggregate impact measures to assess the effectiveness of particular agencies as well as the overall effectiveness of the various continuums of care in the state. The Project commenced in 2002 and included several stages, including an assessment of best practices in outcome measurement, psychometric testing of various instruments, the creation and deployment of a standardized instrument, establishment of a reporting and analysis system, and the creation of a feedback process with the providers.

The first stage brought together service providers to determine what, if any, evaluation tools were being employed by their agencies. Each agency that provided an instrument was also asked to provide raw data on at least 150 homeless clients. The intent was to analyze the psychometric properties of the existing instruments to determine which, if any, met sufficient standards for reliability and validity. Approximately ten instruments were provided, half of which were called "Self-Sufficiency Matrix." Despite the common name and some obvious similarities across the instruments, the various self-sufficiency matrices had striking differences and appeared to reflect different evolutions at each agency of a long-lost progenitor tool.

Reliability is measured in many ways and is often narrowly defined as the extent to which two measurements yield consistent results in a short period of time (test-retest reliability). This is a specific

type of reliability, but the concept of reliability is broader; it also refers to the amount of error in a given set of measurements. The type of reliability most often studied by psychometricians is *internal reliability*, which measures the level of error and hence the quality of a given instrument. The internal reliability of each assessment tool provided to the project team was assessed using the archived data set accompanying the tool.

While an instrument can be reliable, it may still not be useful. To help assess the potential utility of each of the assessment tools provided, construct validity was also examined. To examine the extent to which the instruments were capturing one or more underlying constructs, a factor analysis was also conducted for each instrument. A factor analysis is a multivariate statistical technique which determines the extent to which items on a test "clump" together to form subsets of questions that measure particular scales. Identifying the existence of such underlying scales can be used to establish client typologies for program targeting as well as program performance assessment.

Upon review of the ten instruments that were submitted along with archived data, only one instrument met acceptable reliability and validity standards. This tool was one of the versions of the "self-sufficiency matrix"; it was far superior not only to the other types of instruments but also to the other versions of the self-sufficiency matrix. Since this instrument showed some promise, it was further piloted by a number of local agencies for six months. The agencies submitted all of their data for further psychometric testing. One large agency used the tool as a client self-report measure, while the others used it as a case manager reporting tool. Results from the pilot indicated that it was an inappropriate tool to use for self-report with the homeless population, but it was much more reliable and valid as a case manager reporting tool. The factor analysis yielded two robust factors: the extent of client dysfunction/functioning and the extent of independent life skills. An overall combined score for self-sufficiency is the sum of these two factors. The two factors and the overall score all demonstrated good reliability (internal reliability of client dysfunction=.79, independent life skills=.78, and overall self-sufficiency = .81). The final instrument produced is provided in Exhibit 1.

Search:

Exhibit 1- Self-Sufficiency Matrix					
DOMAIN	1	2	3	4	5
Adult Education	Literacy problems and/or no high school diploma/GED are serious barriers to employment.	Enrolled in literacy program and/or has sufficient command of English to where language is not a barrier to employment.	Has high school diploma/GED.	Needs additional education/training to improve employment situation and/or to resolve literacy problems to where they are able to function	Has completed education/training needed to become employable. No literacy problems.

Exhibit 1. Self-Sufficiency Matrix

DOMAIN	1	2	3	4	5
				effectively in society.	
Childcare	Needs childcare, but none is available/accessible and/or child is not eligible.	Childcare is unreliable or unaffordable, inadequate supervision is a problem for what childcare is available.	Affordable subsidized childcare is available, but limited.	Reliable, affordable childcare is available, no need for subsidies.	Able to select quality childcare of choice.
Children's Education	One or more school-aged children not enrolled in school.	One or more school-aged children enrolled in school, but not attending classes.	Enrolled in school, but one or more children only occasionally attending classes.	Enrolled in school and attending classes most of the time.	All school-aged children enrolled and attending on a regular basis.
Community Involvement	Not applicable due to crisis situation; in "survival" mode.	Socially isolated and/or no social skills and/or lacks motivation to become involved.	Lacks knowledge of ways to become involved.	Some community involvement (advisory group, support group), but has barriers such as transportation, childcare issues.	Actively involved in community.
Employment	No job.	Temporary, part-time or seasonal; inadequate pay, no benefits.	Employed full time; inadequate pay; few or no benefits.	Employed full time with adequate pay and benefits.	Maintains permanent employment with adequate income and benefits.
Family Relations	Lack of necessary support from family or friends; abuse (DV, child)	Family/friends may be supportive, but lack ability or resources to help;	Some support from family/friends; family	Strong support from family or friends. Household members	Has healthy/expanding support network;

Exhibit 1. Self-Sufficiency Matrix

DOMAIN	1	2	3	4	5
	is present or there is child neglect.	family members do not relate well with one another; potential for abuse or neglect.	members acknowledge and seek to change negative behaviors; are learning to communicate and support.	support each other's efforts.	household is stable and communication is consistently open.
Food	No food or means to prepare it. Relies to a significant degree on other sources of free or low-cost food.	Household is on food stamps.	Can meet basic food needs, but requires occasional assistance.	Can meet basic food needs without assistance.	Can choose to purchase any food household desires.
Health Care	No medical coverage with immediate need.	No medical coverage and great difficulty accessing medical care when needed. Some household members may be in poor health.	Some members (e.g. Children) on AHCCCS.	All members can get medical care when needed, but may strain budget.	All members are covered by affordable, adequate health insurance.
Housing	Homeless or threatened with eviction.	In transitional, temporary or substandard housing; and/or current rent/mortgage payment is unaffordable (over 30% of income).	In stable housing that is safe but only marginally adequate.	Household is in safe, adequate subsidized housing.	Household is safe, adequate, unsubsidized housing.
Income	No income.	Inadequate income and/or spontaneous or	Can meet basic needs with subsidy;	Can meet basic needs and manage debt	Income is sufficient, well managed; has

Exhibit 1. Self-Sufficiency Matrix

DOMAIN	1	2	3	4	5
		inappropriate spending.	appropriate spending.	without assistance.	discretionary income and is able to save.
Legal	Current outstanding tickets or warrants.	Current charges/trial pending, noncompliance with probation/parole.	Fully compliant with probation/parole terms.	Has successfully completed probation/parole within past 12 months, no new charges filed.	No active criminal justice involvement in more than 12 months and/or no felony criminal history.
Life Skills	Unable to meet basic needs such as hygiene, food, activities of daily living.	Can meet a few but not all needs of daily living without assistance.	Can meet most but not all daily living needs without assistance.	Able to meet all basic needs of daily living without assistance.	Able to provide beyond basic needs of daily living for self and family.
Mental Health	Danger to self or others; recurring suicidal ideation; experiencing severe difficulty in day-to-day life due to psychological problems.	Recurrent mental health symptoms that may affect behavior, but not a danger to self/others; persistent problems with functioning due to mental health symptoms.	Mild symptoms may be present but are transient; only moderate difficulty in functioning due to mental health problems.	Minimal symptoms that are expectable responses to life stressors; only slight impairment in functioning.	Symptoms are absent or rare; good or superior functioning in wide range of activities; no more than every day problems or concerns.
Mobility	No access to transportation, public or private; may have car that is inoperable.	Transportation is available, but unreliable, unpredictable, unaffordable; may have car but no insurance, license, etc.	Transportation is available and reliable, but limited and/or inconvenient; drivers are licensed and minimally	Transportation is generally accessible to meet basic travel needs.	Transportation is readily available and affordable; car is adequately insured.

Exhibit 1. Self-Sufficiency Matrix

DOMAIN	1	2	3	4	5
			insured.		
Parenting Skills	There are safety concerns regarding parenting skills	Parenting skills are minimal	Parenting skills are apparent but not adequate	Parenting skills are adequate	Parenting skills are well developed
Safety	Home or residence is not safe; immediate level of lethality is extremely high; possible CPS involvement	Safety is threatened/temporary protection is available; level of lethality is high	Current level of safety is minimally adequate; ongoing safety planning is essential	Environment is safe, however, future of such is uncertain; safety planning is important	Environment is apparently safe and stable
			Use within last 6 months; evidence of		
		Meets criteria for dependence; preoccupation with use and/or obtaining	persistent or recurrent social, occupational, emotional or physical	Client has used during last 6 months, but no evidence of persistent or recurrent social, occupational, emotional, or physical problems related to use; no evidence of recurrent	
Substance Abuse	Meets criteria for severe abuse/dependence; resulting problems so severe that institutional living or hospitalization may be necessary.	drugs/alcohol; withdrawal or withdrawal behaviors evident; use results in avoidance or neglect of essential life activities.	problems related to use (such as disruptive behavior or housing problems); problems have persisted for at least one month.		No drug use/alcohol abuse in last 6 months.

The client assessment tool was then used for predictive mathematical modeling. The fear of the project staff was that building expectations and incentives for demonstrating client improvement alone could produce an unintended consequence, namely, that agencies would gravitate toward the "low hanging fruit," i.e., relatively easy clients who require less investment of staff time to produce results. An

assessment system that included disincentives to serve a particular client group would be counterproductive. The predictive modeling was an attempt to avoid this dilemma. Using HMIS data fields including supplementary client history fields and baseline scores on the self-sufficiency matrix, equations are generated to determine the predictors of change while in homeless assistance programs for the varying level of dysfunction, independent skills, and overall self-sufficiency. These equations are then used to predict the amount of change that would be predicted in each individual client if randomly assigned to a homeless assistance program. Each individual's predicted change is uniquely determined based upon the client's individual characteristics. These predicted changes constitute the expected change for each client. The expected change is then compared to the actual change at the time of program exit. Agencies whose clients typically do better than expected are the most successful and those whose clients typically perform below expectations are in need of programmatic improvements (see sample feedback form, **Exhibit 2**).

Exhibit 2 Arizona Homeless Evaluation Project Progress Report

(Based on clients who have exited the program; N=129)

I. PROGRAM: Demo Shelter
Type: Emergency Shelter
Continuum: MAG Continuum of Care Regional Committee on Homelessness
Date: June 19, 2006

We have compared characteristics of Demo Shelter clients to clients from other agencies with like program types within the Maricopa Continuum of Care who entered and exited programs during the same time period (October 2005 through March 2006). In terms of these demographic variables, Demo clients tend to be mildly older, mildly less likely to be female, and mildly more likely to serve black clients and mildly less likely to serve Hispanic clients. However, overall there are not great differences in the demographic characteristics.

DEMOGRAPHICS	Demo Shelter	Other Emergency Shelters
Typical age	38.5	33.6
Gender (% female) *	53 %	75 %
Primay race		
White	64 %	62 %
Black	24 %	16 %
Asian	1 %	2 %

DEMOGRAPHICS	Demo Shelter	Other Emergency Shelters
Native American	11 %	11 %
Hispanic	14 %	21 %
Other	0 %	8 %
DV clients	26 %	26 %
Extent of homelessness		
First time	40 %	43 %
1-2 times in past	46 %	41 %
Long-term	6 %	6 %
Chronic	8 %	10 %

Arizona HMIS systems contain a high percentage of McKenny-Vento funded participants as well as those served under Arizona Department of Economic Security contracts. Other homeless clients are less well represented within HMIS. This produces a higher percentage of homeless clients than is believed to be represented in the general homeless population.

MATRIX SCORES UPON ENTRY

Dysfunction Score	Demo clients moderately less dysfunctional
Independent Life Skills Score	Demo clients mildly greater life skills
Total Self-Sufficiency Score	Demo clients mildly less challenging

DEMO CLIENT OUTCOMES	Expected	Actual	Difference
Dysfunction Scores	1.3	1.6	+0.3
Independent Life Skill Scores	6.9	7.3	+0.4
Overall Self-Sufficiency Scores	8.3	8.8	+0.5

The predictive model determines the most likely change each client would make if they were randomly assigned to a homeless assistance program. This expected change is then compared to the actual change clients make in the program. If the difference is positive this program is performing above expectations and if the difference is negative then the agency is performing below expectations.

Overall, Demo Shelter is mildly better than other programs in decreasing dysfunction and moderately better in increasing independent life skills and overall self-sufficiency. Demo Shelter has its greatest success with homeless individuals recently released from jail/prison. An area of challenge for Demo Shelter is the program's difficulty in having significant impact with its Hispanic clients.

No agency excels with all clients, and the predictive model allows each agency to objectively explore whether there are systematic differences between the types of clients with whom they experience the most success and those who are most challenging. Each agency receives a written feedback report on a quarterly basis detailing how, if at all, their clients differ from those served by other agencies, the extent to which agency outcomes differ from those expected from the predictive model, and the relative strengths and weaknesses of client successes within each agency. For example, one agency serving disabled and older homeless men and women was able to determine that it was far more effective with the older subpopulation than with people with disabilities. Further analyses showed that the frequency of "acting out" behavior among the people with disabilities was determinative of agency effectiveness, with a greater frequency of "acting out" associated with less successful client progress. This agency is now exploring what practices and techniques can increase its effectiveness with such clients. Another agency was able to identify that despite stronger outcomes than expected overall, it was much less successful with Hispanic clients. As a result, the agency is working with agencies that are more successful with Hispanics to help identify what changes might increase its effectiveness with this subpopulation.

Such feedback systems can also allow agencies to rethink their target populations. If an agency learns that it is effective with people who have a mental illness or a substance use disorder, but is ineffective when these conditions are co-occurring, that knowledge is valuable both for the program and for the local continuum of care. For example, if another agency is highly effective with clients who have co-occurring disorders, the initial agency can either choose to learn from that agency and strengthen outcomes with this group, or it can decide to accept clients with whom it is likely to be effective and refer those clients with whom it is less likely to be successful to programs more likely to benefit them.

The initial expectation of the project was that agencies would naturally discuss and learn from each other in this feedback process. However, it became apparent that the various continuums of care (CoCs) could play a convening role by structuring activities that brought both leadership and line staff from the agencies together to learn from each other in "evaluative learning circles." These are regularly scheduled meetings of homeless agencies from similar locations with similar missions to learn from each other the relative strengths and weaknesses of each and how they can cooperate to produce better client outcomes.

Beyond aiding individual clients or individual agencies, the evaluation system has been helpful in identifying patterns that are valuable for policy considerations for the CoCs as a whole. One finding has been that the distinction between emergency and transitional programs in actual practice in Arizona appears to be an arbitrary one. There is no difference locally between the two types of programs in who they serve, the types and extent of problems their clients exhibit, or the expected change from each program. Another finding in data analyzed thus far suggests that, across all agencies, there is a window of between three and seven weeks when programs are likely to have their greatest impact. Shorter term

stays are typically inadequate to effect change, and stays longer than seven weeks tend to cause individuals (but not families) to regress. This suggests that, for homeless individuals, a period of training and stabilization of three to seven weeks followed by placement in long-term housing is likely to maximize client impact. It is also hoped that the predictive model will assist in the rating and ranking process for the McKinney-Vento Assistance application by making quality assessments more objective and rigorous.

The findings related to duration of treatment and lack of distinction between emergency and transitional programming were included to demonstrate the types of findings the model is capable of yielding. However, these results should be regarded with some caution. They are accurate for the sample of homeless we have studied. The sample is not yet representative of the broader homeless community and a sizable number of clients in transitional housing are still in the pipeline without yet having an exit matrix. We are anxious to see if these findings persist when the dataset becomes more representative of the entire state homeless population.

This case study provides one example of how a jurisdiction is able to use program and outcomes data to develop benchmarking and performance standards, as well as to develop a process for engaging providers in discussions about strategies for improving their performance. The development of the self-sufficiency matrix was an important tool in that process, as was the creation of learning communities. Other potential approaches are also possible. In the next section, a case study from Columbus, Ohio, is presented, with particular attention to some of the challenges that community faced in bringing performance measurement to its system.

SELF-SUFFICIENCY MATRIX BACKGROUND

SELF-SUFFICIENCY MATRIX

An Assessment and Measurement Tool Created
Through a Collaborative Partnership of the
Human Services Community in Snohomish County

Created by The Snohomish County Self-Sufficiency Taskforce
Revised August 1, 2010

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- Compass Health
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- United Way of Snohomish County
- Volunteers of America Western Washington
 - Childcare Resource and Referral
 - Community Information Line
 - Housing and Transitional Services
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Background

"For practically every family, then, the ingredients of poverty are part financial and part psychological, part personal and part societal, part past and part present... There is no single variable that can be altered to help working people move away from the edge of poverty."

*-David Shipler, Author of *The Working Poor: Invisible in America**

In the mid 1980s, "self-sufficiency" became the goal and objective of many programs and funding sources. Although the term was used with increasing regularity, self-sufficiency remained a broad and complicated concept that was not used consistently throughout Snohomish County.

In the 1990s, Dr. Diana Pearce, a researcher and professor at the University of Washington, developed a Self-Sufficiency Standard for use as a counseling tool and a benchmark for helping families move out of poverty. The Standard is calculated based on the basic expenses a *working* family must have in order to meet their basic needs without public assistance based on geographic location and household composition. As a result, it is more comprehensive and realistic than traditional poverty measures (namely, the Federal Poverty Level) and allows for a common understanding about economic self-sufficiency. For more information about the Self-Sufficiency Standard, please see the subsequent section on "Additional Resources."

In response to the growing national recognition and local applicability of this Standard, the Snohomish County Community Action Division of the Human Services Department, United Way of Snohomish County, and other community partners interested in a common local understanding of self-sufficiency convened a taskforce to further explore the issue as it pertains to the provision of services in the local community. The group agreed on two key issues:

- 1) the definition of self-sufficiency should include more than an economic assessment of a family's situation and must attempt to incorporate less quantifiable aspects of a person's life, including education, housing stability, life skills, mental health, etc;
- 2) it is in the best interest of agencies and funders to create a common understanding of what self-sufficiency means in Snohomish County and, in so doing, incorporate the less quantifiable aspects of what it means to be self-sufficient.

To compliment the work of Dr. Pearce's Self-Sufficiency Standard and to address the key issues outlined above, the Self-Sufficiency Taskforce adopted a federal standard for outcomes measurement, ROMA (Results Oriented Management and Accountability). ROMA is a tool designed to encourage an outcomes-based approach to the service delivery, management and administration of human services. It consists of a series of outcome scales documenting an individual or family's condition. More detail about the structure of the outcome scales is included in the "Instructions" section.

Dr. Pearce's Standard offers an elaborate economic analysis of what it means to be self-sufficient and the matrix builds on this work by defining self-sufficiency in 25 key areas (outcome scales). The Matrix is designed to be flexible: any combination of scales can be used, based on the goals and strategies of individual programs. In addition, each scale was developed independently on a continuum from "in-crisis" to "thriving." The outcome scales are client-oriented and include: Access to Services, Career Resiliency/Training, Childcare, Clothing, Education, Employment, English Language Skills, Food, Functional Ability, Housing, Income (Self-Sufficiency Standard), Income (Area Median Income), Income (Federal Poverty Level), Legal, Life Skills (Household Management), Life Skills (Human Resources), Life Skills (Financial Matters), Life Skills (Setting Goals & Resourcefulness), Mental Health, Parenting, Physical Health, Safety, Substance Use, Support Systems and Transportation. The Self-Sufficiency Matrix has many applications:

- 1) as a **CASE MANAGEMENT TOOL** for case workers as they work with individual clients and document progress towards self-sufficiency over time at specific intervention points or, when appropriate, to document a client's ability to maintain a certain level of functioning. The Matrix is an effective and efficient tool for documenting the progress or maintenance of client skills and abilities by providing a clear illustration of where a client has strengths, as well as where to focus additional energy to generate improvement.
- 2) as a **SELF-ASSESSMENT TOOL** for individuals who wish to determine their own strengths and areas for improvement as they work towards self-sufficiency. This application of the tool is similar to its use as a case management tool.
- 3) as a **MANAGEMENT TOOL** for programs and agencies to determine what is and isn't working in terms of the type of services offered to clients and the way those services are delivered. The Matrix allows program staff to identify where additional resources are needed and how to deploy those resources most effectively.
- 4) as a **MEASUREMENT TOOL**, both for funders and organizations that receive grant funding. The Matrix provides funders a way to clearly articulate their funding priorities to interested applicants and to the community at-large by using specific scales on the matrix to articulate funding priorities or primary interests. For programs that are widely using this tool, the Self-Sufficiency Matrix can serve as a way to consolidate outcomes for multiple clients and report results to funders.
- 5) as a **COMMUNICATION TOOL** for demonstrating the success of local programs, as well as sharing information about community conditions with both the general public and policymakers. As use of the Matrix continues to grow, it promises to be an effective communication tool for illustrating the strengths, as well as weaknesses, of our community to help families work towards self-sufficient living. In addition, a collective analysis of the results generated by programs using the Self-Sufficiency Matrix will aid the community and policy makers in their understanding of what self-sufficiency looks like in Snohomish County, what barriers exist for families working towards self-sufficiency, and where system-level efforts are required to improve opportunities for low-income working families.

The "Instructions" section provides additional information about how to use the Self-Sufficiency Matrix

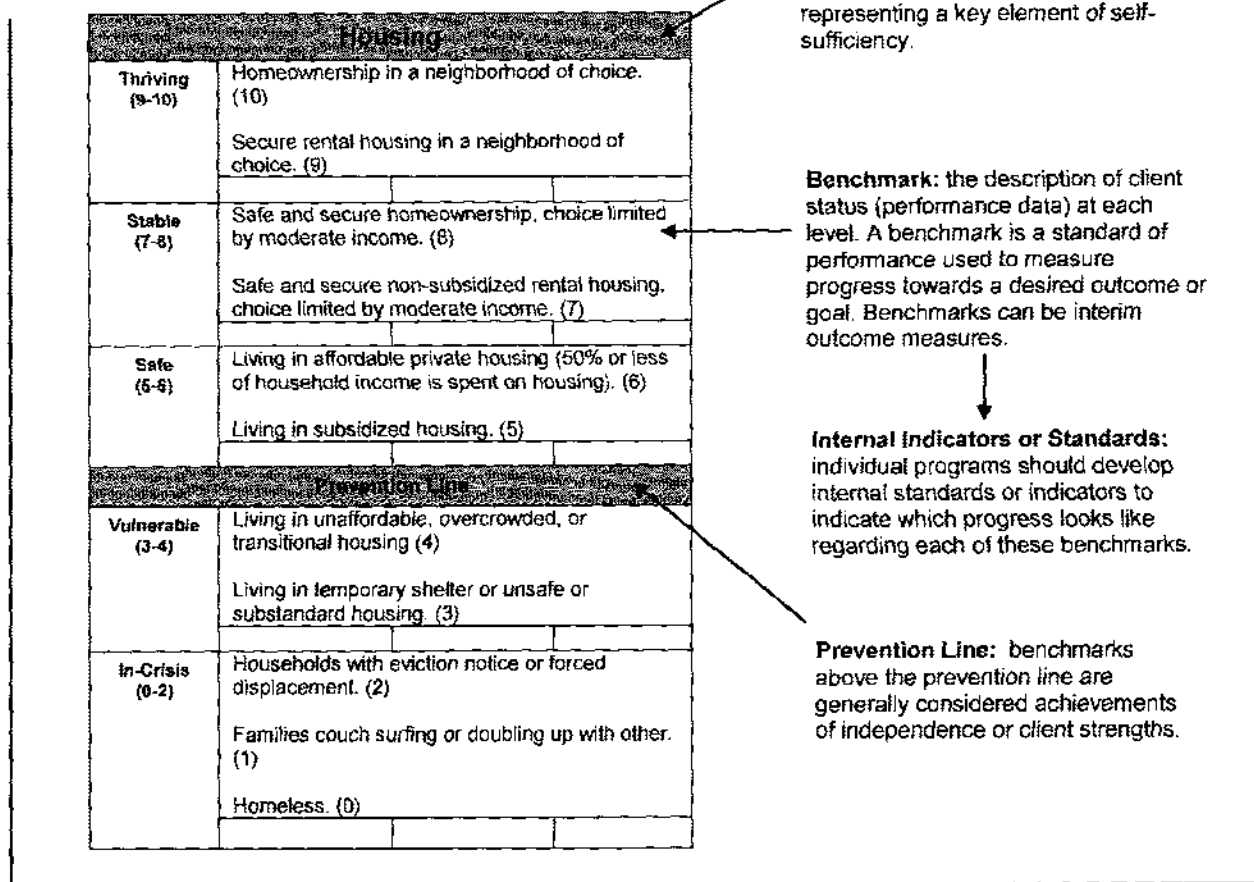
Instructions

As noted in the previous section, there are five main uses for the Self-Sufficiency Matrix: 1) case management tool, 2) self-assessment tool, 3) management tool, 4) measurement tool, and 5) communication tool. This section provides general information about how the matrix and scales are structured, and then gives more specific information about how the Matrix can be applied for each of these main uses.

Structure of the Self-Sufficiency Matrix

There are 25 key outcome scales within the Self-Sufficiency Matrix (the outcome scales are listed and described below). Each outcome scale was based on ROMA and follows a consistent pattern or structure. The diagram below defines the major components of the outcome scales. It is important to become familiar with the definitions of these components prior to reviewing the rest of this document *and* prior to implementing the scales within your own organization.

Outcome Scales: there are 25 outcome scales in the Self-Sufficiency Matrix. Each outcome scale includes a dimension and several benchmarks. An outcome is the movement of a client between benchmarks on the scale.



Adapting the Self-Sufficiency Matrix for Individual Programs

The Self-Sufficiency Matrix is flexible and should be adapted to meet the needs and core purpose of individual programs. It is recommended that each program identify three to five scales to use as a foundation for measuring client progress towards specific outcomes. When determining which outcome scales best fit your program, think about your program's core purpose, philosophy and strategies.

Please see the next section for specific examples.

Selecting Outcome Scales

There are 25 key benchmarks defined by outcome scales on the Self-Sufficiency Matrix. The Self-Sufficiency Taskforce of Snohomish County determined that each of the 25 areas represented by outcome scales are critical components of self-sufficiency. Here is a brief description of each scale to assist in the selection of outcome scales for individual programs:

- **Access to Services:** assesses the client's knowledge and ability to get the type of services they need to meet their individual or family needs.
- **Career Resiliency/Training:** assesses the skills and abilities a client has for achieving and sustaining a career given the changing dynamics of the workforce.
- **Childcare:** assesses the client's ability to obtain appropriate child care, both in terms of access to the child care and financial resources to purchase the child care.
- **Clothing:** assesses the client's ability to obtain appropriate clothing, both in terms of knowledge about how to access clothing and financial resources to purchase the clothing if necessary.
- **Education:** primarily assesses academic, institution-based achievements. The Career Resiliency/Training Scale reflects some of the less structured skills that are important to career development.
- **Employment Stability:** assesses the nature of the job or career in which the client is employed and considers the permanency and stability of the employment, as well as the benefits that accompany the employment.
- **English Language Skills:** assesses the English speaking ability of client's for whom English is a second language.
- **Food:** assesses the client's ability to obtain appropriate food, both in terms of knowledge about how to access food and financial resources to purchase the food if necessary.
- **Functional Ability:** assesses whether or not the client is able to perform Activities of Daily Living (ADLs). There is a complete glossary in this packet which lists several ADLs and describes them in more detail.
- **Housing:** assesses the ability of the client to obtain appropriate housing of choice based on their circumstances.

- **Income (Self-Sufficiency Standard):** assesses the income adequacy of the client. This is the first of three income scales. All income scales include the same general benchmarks, but each refers to a different income standard (the Self-Sufficiency Standard in this case) to further define income adequacy for an individual client or family. For more information about the three income standards, please refer to the "Additional Resources/Information" section.
- **Income (Area Median Income):** assesses the income adequacy of the client. This is the second of three income scales and refers to Area Median Income. See above for more information.
- **Income (Federal Poverty Level):** assesses the income adequacy of the client. This is the third of three income scales and refers to Federal Poverty Level. See above for more information.
- **Legal:** assesses whether or not the client has any pressing legal issues and, if so, whether or not they have the knowledge, skills and resources to work towards getting the legal issues resolved.
- **Life Skills (Household Management):** assesses ability to handle the day-to-day tasks and stresses associated with running a household.
- **Life Skills (Human Relations):** assesses ability to manage relationships with family, friends, and colleagues.
- **Life Skills (Financial Matters):** assesses ability to pay bills in a timely fashion, develop and maintain a budget, and understand other important financial issues.
- **Life Skills (Setting Goals & Resourcefulness):** assesses ability to plan for the future and utilize resources efficiently.
- **Mental Health:** assesses the emotional well-being of the client.
- **Parenting:** assesses the individual's skills and approach to child-rearing and is focused on the parent's abilities rather than the child's.
- **Physical Health:** assesses the general physical well-being of the client. Insurance and the availability of other medical benefits are assessed in the Employment Stability scale.
- **Safety:** assesses two separate elements of safety. The first is denoted by the letter "a" and assesses the nature of the individual's personal relationships with regard to overall safety and well-being. The second is denoted by the letter "b" and assesses the safety of one's immediate living environment and neighborhood or community. If you elect to use this scale, you will only measure one of the two elements.
- **Substance Abuse:** assesses whether or not the individual is using alcohol and/or prescription drugs in an appropriate manner. Any use of illicit drugs are considered in-crisis and unsafe.

- **Support System:** assesses the nature of the individual's immediate interpersonal relationships, especially the extent to which they form a foundation for the individual in times of crisis.
- **Transportation:** assesses whether or not the individual has appropriate, safe, and reliable access to transportation (whether by car, bus or reliance on friends and family).

Using the Outcome Scales to Measure Client Progress (Case Management Tool)

Consistent with ROMA, each outcome scale was developed on a continuum from "in-crisis" to "thriving." This format allows for client *progress or maintenance* to be measured *over time* on the selected scales. It is important to recognize that a score of "10" or "Thriving" should not be the goal for every client or every scale. There are three small boxes within each level of each scale. These three boxes represent points in time. At initial intake, the client should be assessed on each scale individually. Once that is complete, place the date in the first of the three boxes for the level that most closely represents a description of the client. The second time a client is assessed; place the date in the middle box for the level that most closely represents a description of the client. Repeat this activity a third time to complete the final box. Monitoring client progress in this way will allow for a visual representation of each client's success in maintaining or improving in specific areas.

Using the Outcome Scales to Define Funding Priorities (Measurement Tool)

Using the Outcome Scales to Manage Resources (Program Management Tool)

Using the Outcome Scales to Community Self-Sufficiency (Communication Tool)

Using the Outcome Scales to Measure Own Progress (Self-Assessment Tool)

Examples

The Self-Sufficiency Matrix is designed to be adaptable to individual programs. As noted in the Instructions section, it is recommended that each program select 3 to 5 scales based on the program's core purpose, philosophy and strategies.

Here are some examples:

Example 1: Job Training Program

Possible Scales:

- Career Resiliency/Training
- Employment Stability
- Income (Self-Sufficiency Standard)
- Life Skills

Example 2: Housing for Victims of Domestic Violence

Possible Scales:

- Safety
- Support System
- Housing
- Access to Services

Dimensions	Access to Services
Benchmarks	
Thriving (9-10)	<p>No longer in crisis, no longer needs services or is receiving a full range of services to meet needs. (10)</p> <p>Receiving a full range of services that s/he wants and needs. (9a)</p> <p>No significant barriers limit access to needed services. (9b)</p>
Stable (7-8)	<p>Receiving needed services but access barriers may limit choice of providers, geography, times of service or other quality related aspects. (8)</p> <p>Knows what s/he needs; knows how to learn about the services available to meet his/her need; but, choices are limited. (7)</p>
Safe (5-6)	<p>Knows what s/he needs; knows how to learn about the services available to meet his/her need; but, has only one option for service provision. (6)</p> <p>Knows what s/he needs, knows how to learn about the services available to meet his/her need; but, has a limited number of barriers that discourage access to services or service alternatives. (5)</p>
	Prevention Line
Vulnerable (3-4)	<p>Knows his/her needs and where to get services but significant barriers inhibit him/her from accessing services on his/her own. Assistance required. (4)</p> <p>Knows some of his/her needs and where to get services to meet some needs but barriers inhibit him/her from accessing services on his/her own. Assistance required. (3)</p>
In-Crisis (0-2)	<p>Service doesn't exist in a location the person can access or barriers prevent access (e.g. cost of service, transportation, geography, physical or mental disabilities, language, religion, culture, etc.) (2)</p> <p>Is unaware of resources or services that he/she may need or needs help to identify his/her needs. (1)</p> <p>Is unaware of resources or services that he/she may need or needs help to identify his/her needs. (0a)</p> <p>Is unable to articulate needs. (0b)</p>

Dimensions	Career Resiliency/Training
Benchmarks	
Thriving (9-10)	<p>Individual has established work history of five or more years at a single place of employment or in a single occupation or career ladder and skills that offer great potential for obtaining a better or comparable position including literacy/numerical and occupational skills in occupation with career ladder/lattice in a growing industry. (10)</p> <p>Individual has established work history of two to five years and skills that offer good potential for obtaining a comparable position including literacy/numerical and occupational skills in occupation with career ladder/lattice in a stable industry. (9)</p>
Stable (7-8)	<p>Individual has established work history of two to five years and skills that offer potential for obtaining a comparable position including literacy/numerical and occupation skills in occupation with some opportunity for advancement in a stable industry. (8)</p> <p>Individual has established work history of one to two years and skills that offer potential for obtaining a comparable position including literacy/numerical and occupation skills in occupation with some opportunity for advancement in a stable industry cluster. (7)</p>
Safe (5-6)	<p>Individual has established work history of one to two years and some skills that offer potential for obtaining a comparable position but lacks skills in one of the following areas: work readiness, literacy/numerical, or occupational skills in occupation in a stable industry. (6)</p> <p>Individual has established work history of one to two years and some skills that offer potential for obtaining a comparable position but lacks skills in two of the following areas: work readiness, literacy/numerical, or occupational skills in occupation in a stable industry. (5)</p>
	Prevention Line
Vulnerable (3-4)	<p>Individual has limited or inconsistent work history of less than one year and lacks skills in two of the following areas: work readiness, literacy/numerical, or occupational skills in industry anticipated to decline. (4)</p> <p>Individual has limited or inconsistent work history of less than one year and lacks skills in all of the following areas: work readiness, literacy/numerical, or occupational skills in industry anticipated to decline. (3)</p>
In-Crisis (0-2)	<p>Individual has negative work history and lacks skills in all of the following areas: work readiness, literacy/numerical, or occupational skills in industry anticipated to decline. (2)</p> <p>Individual has negative work history and lacks skills in all of the following areas: work readiness, literacy/numerical, or occupational skills in industry anticipated to be phased out. (1)</p> <p>Individual has negative or no work history, lacks skills, and is unable to</p>

	obtain and retain any employment in any industry. (0)
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Dimensions	Childcare
Benchmarks	
Thriving (9-10)	Ample resources to support choice of licensed or dependable friends and family childcare options that provide safe settings with adequate supervision. (10)
Stable (7-8)	Sufficient resources to support limited choice of licensed or dependable friends and family childcare options that provide safe settings with adequate supervision. (8)
Safe (5-6)	Limited resources to support narrow choice of licensed or dependable friends and family childcare options that provide safe settings with adequate supervision. (6)
	Prevention Line
Vulnerable (3-4)	Insufficient resources. Qualifies for subsidized childcare that provides safe setting with adequate supervision. (4) Insufficient resources, barriers exist (i.e. eligibility, transportation, immunizations, paperwork, location, etc) that prohibit access to needed childcare. (3)
In-Crisis (0-2)	No access to childcare. Child has minimal supervision. (2) Child is unsupervised and unsafe. (0)

Dimensions	Clothing
Benchmarks	
Thriving (9-10)	<p>Always has financial resources to purchase appropriate clothing of choice. Aware of what is appropriate for work environment. (10)</p> <p>Usually has financial resources to purchase appropriate clothing of choice. Aware of what is appropriate for work environment. (9)</p>
Stable (7-8)	<p>Always has financial resources to purchase appropriate clothing. Aware of what is appropriate for work environment. (8)</p> <p>Usually has financial resources to purchase appropriate clothing. Aware of what is appropriate for work environment. (7)</p>
Safe (5-6)	<p>Has sufficient knowledge about community resources and/or financial resources to obtain clothing. (6)</p> <p>Has limited knowledge about community resources and/or financial resources to obtain clothing. Occasionally relied on thrift stores or community clothing banks. (5)</p>
	Prevention Line
Vulnerable (3-4)	<p>Has little knowledge about clothing resources, and unable to buy some types of appropriate clothing; relies on charity (free) clothes closets or low-cost resources. (4)</p> <p>Very limited knowledge of resources for low-cost or free options to obtain clothing. (3)</p>
In-Crisis (0-2)	<p>No clothing or seriously inadequate clothing; for example, no coat for winter months, shoes with holes in them or soles lacking, not sufficient clothes to assure clean clothes on a daily basis. (2)</p> <p>Insufficient clothing and is unaware of where to access assistance. (0)</p>

Dimensions	Education
Benchmarks	
Thriving (9-10)	Post-secondary education or specialized training (certificate program, associates, bachelors, masters, doctorate). (10)
Stable (7-8)	Actively pursuing post-secondary education or specialized training (certificate program, associates, bachelors). (8)
Safe (5-6)	High school diploma or GED and functional reading, writing, and/or math skills. (6)
	High school diploma or GED, but needs improved reading, writing and/or math skills. (5)
	Prevention Line
Vulnerable (3-4)	Does not have a high school diploma or GED, but has basic reading, writing and/or math skills and is working towards a GED or high school diploma. (4)
	Does not have a high school diploma or GED, but has basic reading, writing, and/or math skills. (3a)
	Working towards completion of GED or high school diploma to improve basic reading, writing, and/or math skills. (3b)
In-Crisis (0-2)	No GED or high school diploma. (1)
	Has not learned to read or write. (0)

Dimensions	Employment Stability
Benchmarks	
Thriving (9-10)	<p>Individual employed in permanent, stable employment for as many hours per week as desired with full benefits including health, vision, and dental benefits, as well as retirement and supplemental benefits including, but not limited to, optional short and long term disability, supplemental life insurance, supplemental health insurance, etc. (10)</p> <p>Individual employed in permanent, stable employment for as many hours per week as desired with employer offering benefits including health, vision, and dental benefits and retirement. (9)</p>
Stable (7-8)	<p>Individual employed in permanent, stable employment for as many hours per week as desired, with benefits including health, vision, and dental benefits (8)</p> <p>Individual employed in permanent, stable employment with employer offering benefits including health benefits. (7)</p>
Safe (5-6)	<p>Individual employed in permanent, stable employment for as many hours per week as desired with no benefits. (5)</p>
	Prevention Line
Vulnerable (3-4)	<p>Individual employed in temporary, seasonal, or part-time employment for 75-99% of the desired number of hours with no benefits. (4)</p> <p>Individual employed in temporary, seasonal, or part-time employment for 50-74% of the desired number of hours with no benefits. (3)</p>
In-Crisis (0-2)	<p>Individual employed in temporary, seasonal, or part-time employment for less than 50% of the desired number of hours with no benefits. (2)</p> <p>Individual desiring employment but unemployed and receiving unemployment compensation or extension. (1)</p> <p>Individual desiring employment but unemployed with all forms of unemployment compensation exhausted. (0)</p>

Dimensions	English Language Skills
Benchmarks	
Thriving (9-10)	Advanced reading, writing, and speaking English proficiency. (10)
Stable (7-8)	Has reading, writing, and speaking English proficiency. (8)
Safe (5-6)	Has reading, writing, and conversational English skills (6a) Access to interpreters as needed for services. (6b)
	Prevention Line
Vulnerable (3-4)	Speaks "survival" English. (3a) Limited access to family or friend interpreters. (3b)
In-Crisis (0-2)	Has not learned English. (0a) No access to family or friend interpreters. (0b)

Dimensions	Food
Benchmarks	
Thriving (9-10)	<p>Always has resources and knowledge to purchase and prepare nutritious food of choice. (10)</p> <p>Usually has resources and knowledge to purchase and prepare nutritious food of choice. (9)</p>
Stable (7-8)	<p>Always has resources and knowledge to purchase and prepare nutritious food. (8)</p> <p>Usually has resources and knowledge to purchase and prepare nutritious food. (7)</p>
Safe (5-6)	<p>Has sufficient knowledge and personal/community resources to purchase and prepare food. (6)</p> <p>Has some knowledge and able to buy and prepare some types of food. Occasionally relies on food stamps and food banks. (5)</p>
	Prevention Line
Vulnerable (3-4)	<p>Has little knowledge of and unable to buy and/or prepare some types of food; relies on food stamps and food banks. (4)</p> <p>Extremely limited knowledge of, and unable to buy and/or prepare food; inadequate resources to obtain food. (3)</p>
In-Crisis (0-2)	<p>Lacks knowledge and/or resources to purchase and/or prepare food. (2)</p> <p>No food and is not aware of food resources. (0)</p>

Dimensions	Functional Ability
Benchmarks	
Thriving (9-10)	Fully able to perform all activities of daily living (ADLs) without assistance or support. (10)
Stable (7-8)	Fully able to perform most ADLs at an age appropriate level. (8a) Fully able to perform ADLs with assistance or support. (8b)
Safe (5-6)	Not able to perform ADL at an age appropriate level but in a safe supportive environment. (6a) Requires extensive or total assistance and assistance is available with back up support. (6b) Requires limited assistance or supervision or cueing and assistance is available. (5)
	Prevention Line
Vulnerable (3-4)	Requires limited or total assistance and assistance is available but inconsistent. (4) Requires limited or total assistance or supervision or cueing but assistance is not available. (3)
In-Crisis (0-2)	Requires extensive or total assistance but assistance is not available or is limited. (2) Because of functional disabilities, current living situation is unsafe and individual is unable to live alone without assistance. (0)

Dimensions	Housing
Benchmarks	
Thriving (9-10)	Homeownership in a neighborhood of choice. (10) Secure rental housing in a neighborhood of choice. (9)
Stable (7-8)	Safe and secure homeownership, choice limited by moderate income. (8) Safe and secure non-subsidized rental housing, choice limited by moderate income. (7)
Safe (5-6)	Living in affordable private housing (50% or less of household income is spent on housing). (6) Living in subsidized housing. (5)
	Prevention Line
Vulnerable (3-4)	Living in unaffordable, overcrowded, or transitional housing. (4) Living in temporary shelter or unsafe or substandard housing. (3)
In-Crisis (0-2)	Households with eviction notice or forced displacement (i.e. nursing home discharge without housing, fire, natural disaster). (2) Couch surfing or doubling up with others. (1) Homeless. (0)

Dimensions	Income
Benchmarks	(Self-Sufficiency Standard)
Thriving (9-10)	Income is sufficient and stable, adequate for paying monthly bills, and provides for regular savings and some non-essential purchases (income is at least 105% of Standard, adjusted for family size, with at least 5% of income reserved for savings, retirement, and discretionary spending). (10)
Stable (7-8)	Income is sufficient and stable, adequate for paying monthly bills, but provides for little savings or non-essential purchases (i.e. income is between 100-104% of Standard, adjusted for family size, with at least 1-4% of income reserved for savings, retirement and discretionary spending). (8)
Safe (5-6)	Income is adequate for meeting basic needs (income meets Standard, adjusted for family size). (6)
Prevention Line	
Vulnerable (3-4)	Income is inadequate for meeting basic needs (income is between 75-99% of Standard, adjusted for family size). (4) Income is inadequate for meeting basic needs (income is between 50-74% of Standard, adjusted for family size). (3)
In-Crisis (0-2)	Income is inadequate for meeting basic needs (income is between 25-49% of Standard, adjusted for family size). (2) No income. Basic needs are not met (income is between 0-24% of Standard, adjusted for family size). (10)

Dimensions	Income
Benchmarks	(Area Median Income)
Thriving (9-10)	Income is sufficient and stable, adequate for paying monthly bills, and provides for regular savings and some non-essential purchases (income is 101% or more above AMI). (10)
Stable (7-8)	Income is sufficient and stable, adequate for paying monthly bills, but provides for little savings or non-essential purchases (income is between 75-100% of AMI). (8)
Safe (5-6)	Income is adequate for meeting basic needs (income is between 60-75% of AMI) (6)
Prevention Line	
Vulnerable (3-4)	Income is inadequate for meeting basic needs (income is between 31-60% of AMI). (3)
In-Crisis (0-2)	No income. Basic needs are not met (income is between 0-30% of AMI). (0)

Dimensions	Income
Benchmarks	(Federal Poverty Level)
Thriving (9-10)	Income is sufficient and stable, adequate for paying monthly bills, and provides for regular savings and some non-essential purchases (income is 276% or more above FPL, adjusted for family size). (10)
Stable (7-8)	Income is sufficient and stable, adequate for paying monthly bills, but provides for little savings or non-essential purchases (i.e. income is between 251-275% of FPL, adjusted for family size). (8)
Safe (5-6)	Income is adequate for meeting basic needs (i.e. income is between 201-250% of FPL, adjusted for family size). (6)
Prevention Line	
Vulnerable (3-4)	Income is inadequate for meeting basic needs (income is between 150-200% of FPL, adjusted for family size). (4) Income is inadequate for meeting basic needs (income is between 100-149% of FPL, adjusted for family size). (3)
In-Crisis (0-2)	Income is inadequate for meeting basic needs (i.e. income is between 50-100% of FPL, adjusted for family size). (2) No income. Basic needs are not met (i.e. income is between 0-49% of FPL, adjusted for family size). (0)

Dimensions	Legal
Benchmarks	
Thriving (9-10)	No legal issues or legal issues fully resolved through litigation, negotiations, dismissal or other legal means. (10)
Stable (7-8)	Has legal representation and issues are moving towards resolution. (8)
Safe (5-6)	With legal assistance, has initiated or responded to legal actions, is in court system. (6) Has obtained pro se assistance (assistance to individuals representing themselves) or representation sufficient to initiate legal action or respond to actions initiated by others. (5)
	Prevention Line
Vulnerable (3-4)	Has legal information/advice; correctly identifies the problem as legal problem; knows what to do but lacks ability to proceed without legal assistance. (4) Has received legal information/advice and correctly identifies the problem as a legal problem, may not know what to do. (3)
In-Crisis (0-2)	Has significant legal problem, recognizes the legal issues but does not know what to do. (2) Has significant legal problem (defined as legal problem affecting basic needs of living but does not understand that the problem involves legal issues and does not know what to do. (1)

Dimensions	Life Skills
Benchmarks	(Household Management)
Thriving (9-10)	Always has skills and ability to manage household. (10)
Stable (7-8)	Frequently has skills and ability to manage household. (8)
Safe (5-6)	Usually able to manage household. (6)
Prevention Line	
Vulnerable (3-4)	Has some basic skills or ability to manage household. (3)
In-Crisis (0-2)	Has not learned the skills to manage household. (0)

Dimensions	Life Skills
Benchmarks	(Human Relations)
Thriving (9-10)	Understands and practices good, positive human relations knowledge and skills. (10)
Stable (7-8)	Understands good, positive human relations knowledge and skills. (8)
Safe (5-6)	Understands some human relations knowledge and skills (6)
	Prevention Line
Vulnerable (3-4)	Poor understanding of good, positive human relations. (3)
In-Crisis (0-2)	Has not learned good, positive human relations knowledge and skills. (0)

Dimensions	Life Skills
Benchmarks	(Financial Matters)
Thriving (9-10)	Always understands and is able to manage basic and complex financial matters. (10)
Stable (7-8)	Frequently understands and is able to manage basic financial matters. (8)
Safe (5-6)	Usually understands basic financial matters. (6)
	Prevention Line
Vulnerable (3-4)	Knows it is important to understand basic financial matters but can't apply the knowledge or skills. (3)
In-Crisis (0-2)	Has not learned basic financial matters. (3)

Dimensions	Life Skills
Benchmarks	(Setting Goals & Resourcefulness)
Thriving (9-10)	Always able to set goals and be resourceful. (10)
Stable (7-8)	Frequently able to set goals and be resourceful. (8)
Safe (5-6)	Usually able to set goals and be resourceful. (6)
	Prevention Line
Vulnerable (3-4)	Understands how to but seldom sets goals or is resourceful. (3)
In-Crisis (0-2)	Has not learned how to set goals and be resourceful. (0)

Dimensions	Mental Health
Benchmarks	
Thriving (9-10)	No problems in work, school, social life; superior functioning in activities that are meaningful. (10)
Stable (7-8)	No or minimal problems in all areas of life; some involvement in activities that are meaningful. (8)
Safe (5-6)	Mild to occasional problems with work, social, or school settings; usually makes good choices. (6)
	Prevention Line
Vulnerable (3-4)	Has great difficulty caring for self or others; significant problems with social, work, or school settings. (3)
In-Crisis (0-2)	Cannot care for self or family. (1) At clear risk of harm to self or others. (0)

Dimensions	Parenting
Benchmarks	
Thriving (9-10)	Reports and/or is observed to possess positive approach to parenting and to keeping child/ren safe, managing their behavior and providing many enrichment opportunities. (10)
Stable (7-8)	Reports and/or is observed to possess adequate skills to keep child/ren safe, manage their behavior and provide some enrichment opportunities. (8)
Safe (5-6)	Reports and/or is observed to possess adequate skills to keep child/ren safe and manage their behavior some of the time. (6)
	Prevention Line
Vulnerable (3-4)	Reports or is observed to need additional skills and information to keep child/ren safe and/or manage their behavior. (3)
In-Crisis (0-2)	Reports or is observed to exhibit behaviors that put child/ren at risk of mental or physical harm. (0)

Dimensions	Physical Health
Benchmarks	
Thriving (9-10)	<p>No chronic illness and maintaining pro-active preventative medical and dental care practices. (10a)</p> <p>Good health insurance with low co-pays. (10b)</p> <p>Enrolled in Medicare with Supplemental Insurance. (10c)</p>
Stable (7-8)	<p>No chronic illness or stable chronic illness and maintaining good preventative medical and dental health care practices. (8a)</p> <p>Has some form of private health insurance. (8b)</p> <p>Has health insurance through Medicare. (8c)</p>
Safe (5-6)	<p>Chronic illness generally well managed and attempting to make and keep routine medical and dental appointments. (6a)</p> <p>Has subsidized medical coupons or health insurance. (6b)</p> <p>Has subsidized Medicare and/or Medicaid. (6c)</p>
	Prevention Line
Vulnerable (3-4)	<p>Chronic medical conditions, potentially life threatening, with inconsistent follow up with care. (3)</p>
In-Crisis (0-2)	<p>Inconsistent use and/or limited access to health care. (2)</p> <p>No health insurance or access to care. (1)</p> <p>Untreated chronic medical, life threatening conditions with inconsistent to minimal follow up with care. (0)</p>

Dimensions	Safety
Benchmarks	
Thriving (9-10)	<p>Involved in intimate or personal relationships that are emotionally supportive/nurturing and free of violence. (10a)</p> <p>Feels safe in community all the time and able to use emergency services if ever needed. (10b)</p>
Stable (7-8)	<p>Lives in a safe relationship or lives alone and has people to call on if (s)he needs help or is afraid. (8a)</p> <p>Feels unsafe in community occasionally, but uses emergency services whenever needed. (8b)</p>
Safe (5-6)	<p>Does not live with a violent person or is not in a relationship with a violent/abusive person. (6a)</p> <p>Feels unsafe in community at various times (at night, etc) but knows how to and is choosing to access emergency services. (6b)</p>
	Prevention Line
Vulnerable (3-4)	<p>In an emotionally/mentally abusive relationship that has not yet become physically violent. (3a)</p> <p>Feels unsafe in community most of the time and has access to emergency services but is unlikely, or choosing not, to use them. (3b)</p>
In-Crisis (0-2)	<p>In a relationship that is physically and/or emotionally abusive. (0a)</p> <p>Feels unsafe in community at all times and has no access to or has not learned how to access emergency services (911,etc). (0b)</p>

Dimensions	Substance Use
Benchmarks	
Thriving (9-10)	Uses alcohol and prescription drugs in an appropriate manner (minimal to no usage). (10)
Stable (7-8)	Occasional misuse of alcohol and/or prescription drugs, generally uses in an appropriate manner. (8)
Safe (5-6)	Occasional abuse of substances. Usage of chemicals has a tendency to lead to an abuse pattern, resulting in negative consequences. (6)
	Prevention Line
Vulnerable (3-4)	Significant abuse of substances, resulting in chronic family/work difficulties. (3)
In-Crisis (0-2)	Toxicity due to chemical dependency or alcoholism. Detoxification may be required. (0)

Dimensions	Support System
Benchmarks	
Thriving (9-10)	Is able to give support as well as receive support. (10) Always has support. (9)
Stable (7-8)	Has a healthy support system most of the time. (8)
Safe (5-6)	Has a healthy support system only in times of crisis. (6)
	Prevention Line
Vulnerable (3-4)	Has a healthy support system but is unreliable. (4) Has a support system but it is unhealthy and limited. (3)
In-Crisis (0-2)	Does not have a support system. (0)

Dimensions	Transportation
Benchmarks	
Thriving (9-10)	Always has transportation needs met through public transportation, a car, or a regular ride. (10)
Stable (7-8)	Has most transportation needs met through public transportation, a car, or a regular ride. (8)
Safe (5-6)	Has some transportation needs met through public transportation, a car, or a regular ride. (6)
	Prevention Line
Vulnerable (3-4)	Rarely has transportation needs met through public transportation, a car, or a regular ride. (3)
In-Crisis (0-2)	Does not have transportation needs met and has no available public transportation, a car or a regular ride. (0)

FELON FRIENDLY EMPLOYERS

Felon Friendly Companies

AAMCO Transmissions	Black and Decker	Comcast
Abbott Laboratories	Blue Cross/Blue Shield	Comfort Inn & Suites
Ace Hardware	Boeing	Compaq Computer
Adams Trucking	Bonefish Grill	ConAgra Foods
Adecco Staffing	Borgata Casino & Spa	Country Inn & Suites
Aetna	Boyd Bros. Transportation Inc.	Core Carrier Corp.
Alamo Rent a Car	Bridgestone	Covenant Transport
Albertson's	British Airways	Crete Carrier
Allied Van Lines	Brunswick Corp	CR England
Allstate Insurance	Budget Rent-A-Car	Crowne Plaza
America West Air	Buffalo Wild Wings	CRST Van Expedited
American Airlines	Builders Transportation Co., LLC	Dairy Queen
American Express	CalArk International Trucking	Dap Products
American Greetings	Calvin Klein	Darden Restaurants
American National Logistics	Campbell Soup Company	Dart Container
American Orange Trucking	Candlewood Suites	Davis Transport Inc.
Andersen Windows	Canon USA	DeBoer Transportation Inc.
Anderson Trucking Services, Inc.	The Capital Grille	Deere
Apple Inc.	Carrabba's Italian Grill	Deer Park Spring Water Co.
Applebee's	Career Education Group	Del Monte Foods
Aramark Food Services	Carolina Cargo	Dell Corporation
Arthur J. Gallagher & Co	Carrier Corporation	Delta Air Lines
AT&T	Casio, Inc.	Denny's
Atlas Van Lines	Caterpillar Inc.	Dick Lavy Trucking
Avis Rent-A-Car	CDW Computers	Dickey's Barbecue Pit
Avon Products	Celadon Trucking Services	Dillard's
Bahama Breeze	Chase Bank	Dole Foods
Baker's Square Restaurant & Bakery	Chili's	Dollar General
Bally's Hotel & Casino	Chicago Mercantile Exchange	Dollar Rent A Car
Barr-Nunn Transportation	Chipotle Mexican Grill	Dollar Tree
Baskin-Robbins	Choice Hotels	Domino's Pizza
Baxter International	Christmas Tree Shop	Doubletree Hotels
Bed, Bath & Beyond	Cintas	Dow Brands
Best Foods	The Coca-Cola Company	Dow Jones & Company
Best Western	Coldwell Banker	Dr Pepper/Seven Up/Snapple
BF Goodrich		

Felon Friendly Companies

Dunkin Donuts	Goodwill Industries	Kreilkamp Trucking
Dunlop Tires	Goodyear	LG Electronics
DuPont Co.	Google	Labor Ready
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Dutch Maid Logistics Inc.	Groendyke Transport	Landstar Trucking
Eddie Bauer	Hampton Inn	L.A. Times
Eddie V's	Hanes	Legendary Baking
Electrolux	Hawthorn Suites	Longhorn Steakhouse
Embassy Suites	The Hershey Company	LORAM Maintenance of Way, Inc.
Epson	Hill Brothers Transportation	Lowes
Equity Office Properties	Hillshire Brands	Luby's
Exelon	Hilton Hotels	Lyft
Exxon Mobil	Holiday Inn	Maggiano's Little Italy
Facebook	Homeboy Industries (Los Angeles)	Magnum Express
Fairfield Inn	Home Depot	Manpower
Falcon Transport	Homewood Suites	Marriott Hotels
Federal Express	Hunt Transportation	Marten Transportation
Firestone Tire and Rubber	Hyatt Hotels	Maverick Transportation
FirstExpress	IBM	McDonald's
Five Guys Burgers and Fries	IHOP	McGriff, Seibels & Williams, Inc.
Fleming's Prime Steakhouse and Wine Bar	Illinois Tool Works	MCH Transportation
Flying J	In-N-Out Burger	McLane Foodservice
Food Services of America	Interstate Distributor Co.	Melton Truck Lines
Fortune Brands	J & R Schugel Trucking	Men's Warehouse
Freymiller Trucking	Jack in the Box	Miller Transporters, Inc.
Frito-Lay	J.B. Hunt Transport, Inc.	Millis Transfer, Inc.
Fruit of the Loom	JBS Carriers	Mobil Oil
Fujifilm	JiffyLube	Molex
Gedney Pickle, Chaska, MN	Johns Hopkins Hospital and Health System	Molson Coors Brewing Company
General Electric	K&B Transportation	Motorola
General Growth Properties	K-Mart	National Carriers
General Mills	Kimpton Hotels & Restaurants	Navistar International
Georgia-Pacific	Knight Transportation	New York Times
GMAC	Kohl's	Newell Rubbermaid
Golden Corral	Kraft Foods	Newsweek

Felon Friendly Companies

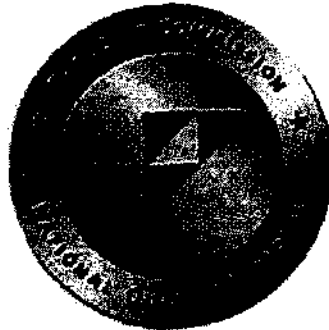
Ninety Nine Restaurant & Pub	Sam's Club	Transcort
NISource	Schneider National	Transport America
Northern Trust	Sears & Roebuck	Transway
O'Charley's Restaurant + Bar	Seasons 52	Tribune Media
Olive Garden	ServiceMaster	Tropicana Casino/Resort
ORTran	Seven Up, Inc.	Tyson Foods
Outback Steakhouse	Sharkey Transportation, Inc.	Uber
Packaging Corp of America	Shell Oil	Under Armor
PACTIV	Showtime Networks	Unilever
Park Plaza Hotels	Simplex Leasing	U.S Cellular
Party City	Sisbro, Inc.	United Airlines
Paschall Truck Lines	Smith Transport, Inc.	United Parcel Service
Pepsi-Co	Sony	U. S. A. Truck
Perkins Restaurants	Southern Refrigerated Transport Inc.	US Xpress, Inc
Perkins Specialized Transportation, Inc.	Springhill Suites	Valvoline Instant Oil Change
PetSmart	Sprint	Van Wyk, Inc.
PGT Trucking	Starbucks	Vehicles for Change Auto Service Center, Halethorpe, MD
Phillip Morris	Starwood Hotels	Verizon
Praxair	Stevens Transport	Village Inn
Prudential	Swift Transportation	Volunteers of America
Prime Inc	Target Stores	Voyager Express, Inc
Raddison Hotels	Telephone & Data Systems Inc.	W. W. Grainger
Red Lobster	Tellabs	Walgreens
Red Robin	TGI Friday	Wal-Mart
Residence Inn	The New York Times	Ward Truckload Express LLC
Riverside Transport, Inc	Titan Staffing Inc. (Murfreesboro, TN)	WEL Companies
Roehl Transport Inc.	TMC Transport	Western Express
Ross	Towneplace Suites	West Side Transport
RPM Development	Toys "R" Us	Wm. Wrigley Jr. Company
R. R. Donnelley & Sons	Trader Joe's	Wyndham Hotels
Rubbermaid Inc.	Tradewinds Island Resorts	Xerox
Safeway	TransAm Trucking, Inc.	Yard House
Salvation Army		Zebra Technologies

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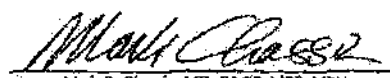
Which has surveyed this organization and found it to meet the requirements for the
Behavioral Health Care Accreditation Program

March 18, 2017

Accreditation is customarily valid for up to 36 months.


Craig W. Jones, MD, MBA
Chair, Board of Commissioners

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