

JOHN COOPER, MAYOR

DEPARTMENT OF FINANCE

**METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY**

12/1/2020 | 3:08 PM CST

Mr. James C. Hill, Jr.  
Youth Opportunity Investments, LLC  
90 Executive Drive  
Carmel, IN 46032

Re: **RFQ #57122, Juvenile Justice Facility Management Services**

Dear Mr. Hill:

The Metropolitan Government of Nashville and Davidson County (Metro) has completed the evaluation of submitted solicitation offer(s) to the above RFQ# 57122, Juvenile Justice Facility Management Services. This letter hereby notifies you of Metro's intent to award **to Youth Opportunity Investments, LLC**, contingent upon successful contract negotiations. Please provide a certificate of Insurance indicating all applicable coverages within 15 business days of the receipt of this letter.

If the Equal Business Opportunity (EBO) Program requirements were a part of this solicitation, the awardee must forward a signed copy of the "Letter of Intent to Perform as Subcontractor/Subconsultant/Supplier/Joint Venture" for any minority/women-owned business enterprises included in the response to the Business Assistance Office within two business days from this notification.

Additionally, the awardee will be required to submit evidence of participation of and contractor's payment to all Small, Minority, and Women Owned Businesses participation in any resultant contract. This evidence shall be submitted monthly and include copies of subcontracts or purchase orders, the Prime Contractor's Application for Payment, or invoices, and cancelled checks or other supporting payment documents. Should you have any questions concerning this requirement, please contact **Christopher Wood**, BAO Representative, at **615-862-6710** or at **Christopher.Wood@nashville.gov**.

Depending on the file sizes, the responses to the procurement solicitation and supporting award documentation can be made available either by email, CD for pickup, or in person for inspection. If you desire to receive or review the documentation or have any questions, please contact Buyer, **Terri Ray** by email at **terri.ray@nashville.gov**, Monday through Friday between 8:30am and 3:30pm.

Thank you for participating in Metro's competitive procurement process.

Sincerely,

*Michelle A. Hernandez Lane*

Michelle A. Hernandez Lane  
Purchasing Agent  
Cc: Solicitation File, Other Offerors

**Pursuant to M.C.L. 4.36.010 Authority to resolve protested solicitations and awards.**

**A. Right to Protest.** Any actual or prospective bidder, offeror or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Purchasing Agent. The protest shall be submitted in writing within ten (10) days after such aggrieved person knows or should have known of the facts giving rise thereto.

Procurement Division

730 Second Avenue South, Suite 112  
P.O. Box 196300  
Nashville, Tennessee 37219-6300

[www.Nashville.gov](http://www.Nashville.gov)  
Phone: 615-862-6180  
Fax: 615-862-6179

## RFQ 57122 - Juvenile Justice Facility Management Services

### Scoring and Justification

Evaluation Criteria/Offendor	Rite of Passage, Inc	Youth Opportunity Investments, LLC
<b>Cost (35 Points)</b>	33.17	35
<b>Qualifications and Experience (20 Points)</b>	15	18
<b>Operational Plan and Approach (35 Points)</b>	27	30
<b>Diversity Practices (10 Points)</b>	4.5	6.5
<b>Total (100 Points)</b>	79.67	89.5

Offeror's Name	Total Bid Amount	Total Cost Points (35 Max)
Rite of Passage, Inc	\$82,151.93	<b>33.17</b>
Youth Opportunity Investments,	\$77,859.53	<b>35.00</b>
Wayne Halfway House, Inc submitted but was deemed non-responsive due to Equal Business Opportunity Requirements.		

#### **Rite of Passage**

**Strengths** – Proposal demonstrated experience with proposed programs, including training of staff and youth assessment. Proposed operational plan and approach demonstrated more emphasis on programming side, including the use of iValidate program, case plan program, and integrated care model program. Proposed transfer youth approach was strong and detailed which demonstrated an understanding of the need to address issues related to transfer youth. Proposal included detailed and attractive menu options for youth. Proposed an alliance approach which would provide extra support for the youth. Proposed a bonus approach to recruiting staff. Proposed more family visits and more phone calls for youth. Proposed organizational chart was sufficient and clear. Proposed the use of data as the driver for making program decisions. Proposed in-depth facility inspections specifically related to outside of the facility. Proposal demonstrated a prohibition of chemical restraints by anyone regardless of the situation. Proposed electronic key control access. Proposed group therapy as an option for the youth. Proposed hiring of existing staff if awarded contract which allows for decreased learning curve of staff. Proposed an apprentice program for staff. Proposed starting pay for staff at \$15 per hour and going up from there which demonstrated good potential for growth among staff. Proposed 80 hours of training for staff. Proposal demonstrated a supplier diversity policy that is inclusive and has specific strategic sourcing to utilize Small, Minority, Women, Veteran and LGBT enterprises. Proposal demonstrated the use of an accounts payable quote policy which requires a price quote from a disadvantage business when getting them.

**Weaknesses** – Proposed experience more residential experience rather than detention experience. Proposal mention's youth court throughout when this is juvenile court and youth court in Davidson county is separate. Proposed a pool of on call individuals with staffing patterns but fails to provide details related to approach of accomplishing staffing patterns. Proposed two shift supervisors to be used on the contract. Proposed benefit information for staffing lacked detail. Proposed orientation process for staff lacked detail. Proposed approach to mental and dental services lacked detail. Proposed approach outlined that the team would pursue the youth if an escape which is not aligned with policy of Juvenile Court. Proposed

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approach failed to provide details related to the physicians and psychiatrist services. Proposed staffing pattern has several concerns such as only one individual in master control, the intake and release schedule, no staffing shown from 7pm to 7am Sunday through Tuesday, no cooks in facility on Saturday or Sunday, no admins in facility on weekends, and minimal staffing on weekends. Proposed to meet with contract monitor a minimum of one time per month. Proposed suicide watch for youth but would not be put in isolation. Proposed the use of dog drug search which could possibly result in additional trauma for youth. Proposed the use of leg restraints and handcuffs of youth to attend court. Proposed the use of various pre-employment screening tools but failed to provide commitment on which would be used as part of the proposal. Proposal failed to provide information related to uniforms for youth to be worn while detained. Proposed unrealistic and unworkable approach to pod assignments by using age as determination when other outside influences such as gangs is not being considered. Proposed timeframe to accomplishment youth assessments is unrealistic. Proposal stated five different lawsuits in the last five years. Proposal demonstrated a small percentage of spend although they have a supplier diversity policy.

### Youth Opportunity Investment

**Strengths** – Proposal demonstrated in-depth experience with Metro Nashville. Proposed staffing plan was sufficient. Proposed approach included an extremely detailed handbook along with policies and procedures. Proposal acknowledged shortcoming related to escape and provided a good escape plan if needed in the future. Proposed a strong training plan that included 92 hours training. Proposal included details related to benefits offered to staff. Proposed approach included Pod encouragement themes. Proposed electronic key control access. Proposed staffing plan included a 1.67 relief factor, full time recreational coordinator, two people in master control, full-time licensed mental health professional, and contracted mental health practitioner. Proposed approach outlined attire of youth. Proposed that 65% of staff with juvenile experience commitment. Proposed staffing experience with other facility in Tennessee allows for the ability to fill in staffing holes as needed. Proposed approach included the use of forklift simulator along with other vocational programs. Proposed trauma responsive and caring responsive assessment for both the staff and youth. Proposed experience with utilizing the iHope

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Approach. Proposed approach was much more realistic that aligned with the Juvenile Court perspective. Proposed the use of the trace program. Proposal demonstrated a formal supplier diversity program which sets specific quantitative goals for the inclusion of diverse businesses.

**Weaknesses** – Proposed approach lacked specifics related to the approach on how to implement the policies and procedures. Proposed less visitation days for youth. Proposal outlined nine separate lawsuits in last five years. Proposed the use of mechanical restraints along with chemical use with the judge's approval. Proposed restorative justice approach was lacking full commitment or detailed. Proposal demonstrated a small percentage of spend with diverse businesses.

EBO Compliance Results Form

Department Name: Juvenile Court  
RFP/ITB Number: 57122  
Juvenile Justice Facility Management Services

Primary Contractor	Acknowledged Established EBO Goals (Yes/No)	Determination Comments of Participation Proposed or Bid
Rite of Passage, Inc	Yes	Proposer is compliant with the Equal Business Opportunity Program. They acknowledge M/WBE goals and that they can achieve as required by the Procurement Code. Proposed WBEs: DHE Computer Systems LLC, Chef's Deal, Mid-South Drug Testing Proposed MBEs: DevMar Products, LLC, Reynolds & Reynolds Facility Services, Inc.
Youth Opportunity Investments, Inc.	Yes	Proposer is compliant with the Equal Business Opportunity Program. They acknowledged M/WBE goals and that they can achieve as required by the Procurement Code. Proposed MBE: Palate, Inc and Woodcuts Gallery and Framing. Proposed Greene Military.

Denotes follow-up required  
11/24/2020  
Metro Buyer: Terri Ray  
BAO Rep: Christopher S. Wood

**BAO SBE Assessment Sheet****BAO Specialist: Christopher S. Wood****Contract Specialist: Terri Ray****Date: 11/24/2020****Department Name: Juvenile Courts****RFP/ITB Number: 57122****Project Name: Juvenile Justice Facility Management Services**

**SBE/SDV  
Requirement  
Acknowledged?**

**Primary Contractor****Comments**

Rite of Passage, Inc.

Yes

Proposer acknowledged the 1% SBE/SDV participation expectation over the life of the project as required by the solicitation. Proposed SBEs: Chef's Deal, Pioneer Medical, Inc., Lebanon Chemical Company, Inc.

Youth Opportunity Investments, Inc.

Yes

Proposer acknowledged the 1% SBE/SDV participation expectation over the life of the project as required by the solicitation. Proposed SBE: Del Mar Lighting, LLC



## METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

12/1/2020 | 9:17 AM CST

Nicole Polk  
Wayne Halfway House, Inc.  
PO Box 873  
Waynesboro, Tennessee 38485

[nicolewp@tds.net](mailto:nicolewp@tds.net) - SENT VIA EMAIL

### **RFQ 57122 Juvenile Justice Facility Management Services**

Dear Ms. Polk

The Metropolitan Government of Nashville and Davidson County has completed its evaluation of submitted responses to the above solicitation and unfortunately, has determined that your submission was not minimally responsive of the requirements of the solicitation. Specially, it has been determined that Wayne Halfway House, Inc. is nonresponsive to the Equal Business Opportunity Program by failing to submit required program forms.

Thank you for participating in Metro's competitive procurement process.

Kind Regards,

*Michelle A. Hernandez Lane*

Michelle A. Hernandez Lane  
Chief Procurement/Purchasing Agent  
Metropolitan Government of Nashville & Davidson County

cc: Solicitation Files

## Certificate Of Completion

Envelope Id: C7819EDF54F24C67BF1058D357DBA02C

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Nashville, TN 37219

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Michelle A. Hernandez Lane

michelle.lane@nashville.gov

Chief Procurement Officer/Purchasing Agent  
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(None)

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### Agent Delivery Events

### Status

### Timestamp

### Intermediary Delivery Events

### Status

### Timestamp

### Certified Delivery Events

### Status

### Timestamp

### Carbon Copy Events

### Status

### Timestamp

Terri L. Ray

Terri.Ray@nashville.gov

Senior Procurement Officer

Metropolitan Government of Nashville and Davidson

County

Security Level: Email, Account Authentication  
(None)


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### Electronic Record and Signature Disclosure:

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Security Checked

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Michelle A. Hernandez Lane

michelle.lane@nashville.gov

Chief Procurement Officer/Purchasing Agent  
Metro

Security Level: Email, Account Authentication  
(None)

*Michelle A. Hernandez Lane*

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## In Person Signer Events

## Signature

## Timestamp

## Editor Delivery Events

## Status

## Timestamp

## Agent Delivery Events

## Status

## Timestamp

## Intermediary Delivery Events

## Status

## Timestamp

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## Status

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Metropolitan Government of Nashville and Davidson

County

Security Level: Email, Account Authentication  
(None)

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