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	BRET RATNER
	ROBERT HENDERSON
	ADDY MITCHELL
	SULAY LORA
	UNIDENTIFIED FEMALE
ABBREVIATIONS:	[U/I] Unintelligible
	[PH] Phonetic spelling
	Transcriptionist's note [ ]

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	[BEGINNING OF RECORDING]
EILEEN PARFREY-SMITH:	Good morning, everybody. I'm going to get started. I just want to ask everyone to please put your microphones on mute if you haven't already done so, just so that we don't get any feedback or background noise during the presentation. Thank you everybody, for joining us today for the Arches Pre-Proposal Conference. My name is Eileen Parfrey-Smith. I am the Agency Chief Contracting Officer for the New York City Department of Probation. We have a short program prepared for you today. I will be joined shortly by my colleague Paul Richards, who is the Director of YMI Programming. He will provide some highlights on the Arches program. We will also go through some key dates and reminders. We'll have a brief introduction to PASSPort for proposal submission. And then at the end of the program, we will open the floor for questions and answers. So, before I pass it over to Paul, I just want to talk a little bit about PASSPort first. I'm sure many of you are familiar with the PASSPort system by now, having used different functions of the system for contract processing, document submission, vendor management, budgeting, invoicing and all of those things. For the Arches RFP, all of the RFP documents are housed in the PASSPort system. So that includes the RFP itself, any attachments to the RFP, any proposal submission instructions. If any addenda are issued to the RFP, they will also be released through and then available in PASSPort. When it is time to submit your proposal, this will be done in the PASSPort system as well. You will build your proposal submission in the system by selecting the appropriate competition pool. You will answer questions from the onscreen questionnaire and upload any attachments as prompted. Once the proposal is complete, you will submit and it will be transmitted through PASSPort to DOP for review. You can check the MOCS website, NYC.gov/MOCS, for user guides. They have FAQs, they have videos, and other different types of materials for helping you use PASSPort. If you have technical issues or questions, you can also access a link to submit questions to the MOCS helpdesk. There is information in the RFP in PASSPort, also there is a link on the MOCS website as well. Just a reminder, if you have any programmatic or RFP-specific questions, those should be submitted to DOP, not to the MOCS helpdesk. Okay, so just very quickly, I have a little presentation that MOCS provided regarding using PASSPort. I'm

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	not going to go through all of this. There's a lot of information here. I want to keep us on track, especially for the Q&A session. But let me just, so these are some steps for responding to the RFP in PASSPort. First, you need to create an account. I assume many of you already have an account if you use the system for other things. You'll also use PASSPort to complete the prequalification application if you haven't done so already. As I mentioned, the RFP is released in PASSPort. You can see that first in the public portal. And then you'll submit your response in the PASSPort system. So, this is just a slide about creating a PASSPort account. Again, you can go to the MOCS website. There is a lot of useful materials for guiding you through this process. You will need an NYC ID. If you use HHS Accelerator, you already have this. You will submit an account request.

Now this can take time, so we ask that if you do not already have an account, that you get started as soon as possible if you're interested in replying to the RFP. You will activate your account. And there is a vendor disclosure in PASSPort , for vendors who have exceeded $250,000 worth of city business in the last 12 months. , that doesn't apply to everybody, but you will at least need the account. So, this talks a little bit about prequalification. You do need to be prequalified in order to submit a response. So again, this information is also on the MOCS website. You can access these user materials to tell you how to submit your prequalification application. Some of you may have already done this. This is for folks that may not have either had a PASSPort account or been prequalified previously. Okay I'm going go through this very quickly. This just talks a little bit about your PQL. Your PQL application is valid for three years. So, like I said, many of you probably already have valid PQL applications on file. And I believe there's a slide in here also that will tell you that when you actually respond to the RFP, you will also answer some questions about prequalification, and that updates your status as well. So, this is just a screenshot of the MOCS website. Again, you can access the system login from here.

There are also some user materials on the website that will allow you to go through the steps for all of these things, prequalification, vendor account, and submitting your proposal. Okay this is how you can search for the RFP on the public portal if you haven't already done so. You'll be able to search. You can search by the PIN number. You can search by keywords. You can search by Arches. Okay and again, this lists all of the RFx |

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	that are available in the system. Now we'll talk about addendums. If there is an addenda that's issued to the RFP, it will be issued through the PASSPort system. So, you will find that in the same area that you find the, in the View RFx tab, the same place where you find the other RFP documents. This will not be available anyplace else in this system, so you need to be registered in the system in order to receive any addenda. Again, I'm going to go through this just very quickly. You can, in the View RFx tab, there's also an acknowledgement tab where you will state whether you've received the RFP, if you intend to respond. You can also decline the opportunity. There's a Manage Responses tab as well. This is where you're going to find the questionnaire. You'll have other affirmations and Local Law 34 compliance that you will need to submit with your proposal for questions. There's also a Discussion tab. You can utilize the Discussion tab to ask questions of DOP. We also have an email address, ACCO, acco@probation.NYC.gov, where you can ask questions as well outside of this forum. There's a Set Up Teams tab, and that's going to give you the access to set up the individuals who will be working on your proposal response.
	There are different levels of approval or different levels of user roles in PASSPort. So, if you've submitted proposals in HHS Accelerator, it's similar in the fact that the right people need to have the right roles in order to be able to take action in the system. So just make sure you have a vendor admin. You will need a vendor procurement level one and level two, and you will need the vendor financials level one and level two. This talks a little bit about Local Law 34 compliance.
	Again, there are also some user materials on the MOCS website that guides you through this. I know for some folks, this can be a little bit challenging, so I encourage you to utilize those user materials when you are filling out the Local Law 34 compliance tab, just to assist you with how to add contacts and make sure that you're filling out all the information that is required. Local Law 34 compliance is a requirement for submission of your proposal.
	This, we're just going to look very quickly at the questionnaire, and then we'll move on with the rest of our presentation. For PASSPort-submitted proposals, you will answer all of the questions in the questionnaire. The questionnaire will detail for you the value of each of the sections of the RFP when it goes to make up the evaluation. It'll also tell you how far you've come in

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	terms of filling out the questionnaire, right, so whether you've reached 100% in each section. You will need to complete all sections in order to submit your proposal. This talks about the item grid. There is no item grid for this particular proposal, so you will be using a separate budget form for budgeting. And then this talks about, like I mentioned, the MOCS website, which gives you information on PASSPort, on creating an account. As you can see that there are a whole host of sections here. The frequently asked questions and the learning to use PASSPort will be the most helpful to you while you are going through the steps of either setting up your account, becoming prequalified, or submitting the proposal itself. There is also a link to the MOCS Helpdesk, where you can submit any technical questions. Okay, this is just a screenshot of what that form looks like. That'll go directly to MOCS. They can best assist you with those technical questions. So, okay, so again, please utilize that website if you have questions or submit your questions directly to MOCS. I know probably most of you have gone through the process of submitting proposals at this point. But anything that comes up, please just let us know. So, I'm going to pass things over to Paul to get started talking about the Arches program itself.
PAUL RICHARDS:	Hello, everyone. Hope you can hear me. Welcome and greetings, as always. My name is Paul Richards, and I serve as the Director for YMI Programming, which includes Arches Transformative Mentoring. I just want to go over three core components. This will be very short, and we can move on. Arches Transformative Mentoring, it's really another example of how DOP has moved away from a punitive method of supervision to a more authentic and community-driven method, which is focused on developing relationships with our young adults and community partnership. Those three core components that I really wanted to highlight, one is the transformative mentoring, right. This is mentoring defined and carried out in a different way. It's not traditional mentoring where you have an adult volunteer who agrees to spend let's say X-amount of time with a young adult to be a role model or a sounding board or a support system. And although those components are like very, very important, this type of mentoring is focused and intentional about targeting specific thinking, attitudes, and behaviors that lead to violence and

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	criminal activity. So, the focus will be more on decision-making, peer associations, crisis intervention, conflict resolution, etcetera. The second component is the credible messenger mentor, so again, this is different than traditional mentors, right. These are individuals, some of whom were previously gang-involved, incarcerated, or involved in negative and self-destructive activities in the community, who turned their lives around, and they're now wanting to give back, and now taking on these roles as mentors. Or it could be individuals who may not be justice-involved, previously justice-involved, but natural leaders, and deeply rooted in their communities. And all of these individuals become credible by drawing on their shared life experiences in the justice system and in their communities to leverage trust and build relationships with our young adults and families. And lastly, the collaborative approach. Although we contract with various CBOs to facilitate the Arches program at different sites city-wide, the mentor, the community-based organization, and the probation officer all work together as partners in servicing our young adults. We added various other components, which you'll see in our RFP to address our young adults' needs such as the interactive journaling curriculum, or a curriculum developed by the CBO, paid biweekly stipends, hot meals, activities, trips, MetroCards, group and individual mentoring, case management, to name a few. And the youth meet with their mentors a minimum of twice weekly. There are also one-on-ones which can extend that time as well. And looking towards, lastly, looking towards the future, we are demonstrating that if you partner with the community and invest in the community, it becomes clear that within those communities are people with expertise and solutions. And that's what this is all about, thank you.
EILEEN PARFREY-SMITH:	Thank you, Paul. So, let's go through a few key dates and RFP highlights before we move on to the Q&A session. Just a reminder that the deadline for proposal submission is January 13th, 2023 at 5:00 p.m. You will be submitting through the PASSPort system. We recommend that you try to submit your proposal at least 24 hours in advance of the deadline just to avoid any unforeseen technical issues that may result in your proposal not being accepted. Please keep in mind that all pieces of your proposal submission must be submitted together through PASSPort. Anything that is emailed, mailed, or submitted in any other capacity will not be accepted. Documents uploaded to your

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	vendor profile will not be considered either. Everything has to be uploaded into that proposal package. Make sure to obtain any reference letters, linkage agreements, etcetera well ahead of the due date, so that you have time to upload them into the system with your proposal. Just a reminder to please read the RFP very carefully and go through the questionnaire before submitting your response. While Arches is an existing program that we have RFP-ed before, RFP expectations and questions have been reformatted for PASSPort and may contain changes. So please, please take time to read through everything very carefully, especially the questions and specifically what the questions are asking for. Make sure to keep your responses focused on the questions that are being asked in that section of the questionnaire. And please be as concise as possible. There are ten geographic competitions that make up the Arches RFP. You may submit a proposal for more than one competition, but you must complete a separate proposal for each. Please pay close attention to the minimum qualifications for each competition. There are geographic boundaries to find by New York City Police precincts, which your program site location must adhere to. If you submit a proposal with a program site outside of the target precinct or precincts for the competition, your proposal will be determined non-responsive. It will be rejected, and it will not be evaluated for award. So please be very careful to double-check that before you submit your proposal, the program site meets the catchment area for the competition that you are proposing for. Also, I want to draw your attention to section G, the budget management section of the RFP. This outlines the maximum annual budget amount and the milestone breakdown for 15-seat and 20-seat programs. Not all programs are the same size, so please pay attention in the beginning section of the RFP to the capacity size for the program that you are applying for. And then after the section G, budget management section, there is a new section to the Arches RFP, section H, for the Arches Alumni program option. Arches Alumni is a borough-wide program for Arches program graduates. If you are interested in running an Arches program, an Arches Alumni program for the borough in which you proposed your regular Arches program, there is a checkbox in the questionnaire indicating your interest. There is no separate submission required to express interest in

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	running an Arches Alumni program. One provider will be selected per borough to run the Arches Alumni. Further details on the selection process can be found in the next section, basis for award, in the RFP. So, thank you everyone so much for your attention. I hope the information that Paul and I presented will be helpful to you as you assemble your proposals. As a quick reminder, please use the contact information in the RFP if you have questions outside of this session. As we went through, there is a discussion forum. There is also an email address that you can use to submit programmatic and RFP-related questions. Before we move on to the question and answer, I just want to ask everybody who has access to the chat to please record their name and the organization that you represent, so that we can keep attendance for today's session. For questions and answers, we're going to ask that you simply unmute. We'll try to be as orderly as possible. When you ask your question, please state again for the record your name and the organization that you represent when you are asking a question so that we can properly credit you. For the record, a transcript will be available on the DOP website shortly after the conclusion of today's session. So, I'm opening this up again for questions. If you feel more comfortable using the chat, you can also ask questions in the chat. But if anyone has questions, please go ahead.
ERIN TRIPLETT:	Hi, I was just wondering if there are any, this is Erin Triplett from the Children's Village, I was just wondering if there's any character limits on the questions.
EILEEN PARFREY-SMITH:	So, we've gotten a couple of different questions about this, and we've gotten a couple of different answers from MOCS. So, as I understand it, the system does not stop you at any point in terms of a character limit. We may have provided answers that were contrary to that information prior. But I will just remind everybody that the RFP instructions do ask you to be you know as concise as possible. Long-worded responses in the system can be very difficult for evaluators to read, so just a heads up as you're, as you're putting your proposal together. But no, there are no character limits that we're aware of.
ALICIA SIMMONS:	Hi, good morning, everyone. My name is Alicia, and I am representing Homeless Remedies. And I have a few questions. So, my first question is, is it mandatory that the linkage agreement has to be on the form that is inside of the RFP?

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EILEEN PARFREY-SMITH:	Yes.
ALICIA SIMMONS:	Next question is with the cognitive behavior curriculum, will that be provided to the awardee, or do we create our own cognitive behavior curriculum?
EILEEN PARFREY-SMITH:	Paul, correct me if I'm wrong, but we do provide the interactive journals still? Is that correct?
PAUL RICHARDS:	Yes, we do.
EILEEN PARFREY-SMITH:	Yes. So, the interactive journaling is provided.
PAUL RICHARDS:	Along with training.
ALICIA SIMMONS:	Okay. I have a couple more questions. This is from everyone on the team. And just to confirm, the mentors are responsible for delivering the curriculum and the intervention model?
EILEEN PARFREY-SMITH:	Yes.
ALICIA SIMMONS:	Okay. I'm sorry guys; I'm just, we went through it and…
EILEEN PARFREY-SMITH:	No, you're fine.
ALICIA SIMMONS:	Okay, and they, they hit me with a lot of questions this morning. Being that the provider will attend a learning community meeting that includes organizations delivering next steps, are those organizations open to sharing office space within the catchment area?

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EILEEN PARFREY-SMITH:	I don't know the answer to that. You know, I think at this point in time, it's difficult to know that. You know the learning community is really more after the contracts are awarded that the, those meetings take place. I mean, do you mean sharing space for like the program itself?
ALICIA SIMMONS:	Yes. So, for example, one of my next question is if that's not possible, will the DOP officers who function as case managers and the mentors who will be the contractor are working collectively, will services be delivered at the same location? Because one of the things that we're looking at is if we're unable to locate office space within that catchment area, will that be a deal break… you know, that, that may be a deal-breaker for us, and we wouldn't want to invest our time in submitting the RFP if there are no other options if we don't have office space in that location. Like we have office spaces in the Bronx, but it's not within the catchment area.
EILEEN PARFREY-SMITH:	Oh, okay, I understand. Um, so I mean ultimately the, the site location and any kind of negotiation for location of the site is up to the proposer. I would say ahead of submitting a proposal, there wouldn't really be access to necessarily the, like the other providers, right? That's not something that DOP could necessarily facilitate. And in terms of DOP space, in some instances, there is space available in like buildings that we occupy. But that's up to the proposer to negotiate. We're not providing that space.
ALICIA SIMMONS:	Got it.
EILEEN PARFREY-SMITH:	Right, for the program.
ALICIA SIMMONS:	Okay. Is this program being offered in the community? Or is this the first round for this type of initiative to be implemented into New York City communities?
EILEEN PARFREY-SMITH:	I see. So, the Arches program has been in existence for quite some time now. I think this is now the second time that we are putting out a solicitation, third time we're putting out a solicitation for Arches.

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PAUL RICHARDS:	Ten years.
EILEEN PARFREY-SMITH:	So there, ten years, right? Yeah, it's 2012 is it. So, the program itself has existed for some time. And now this, I said, is sort of a third iteration of requests for proposals to run Arches sites.
ALICIA SIMMONS:	Okay, so with that in mind, as a new service provider looking at to, looking to submit a proposal, is it possible that there is a way that the CEO of Homeless Remedies can connect with another organization that's currently providing these services, just to get an idea of you know, what it, what it actually is in practice and just to get a little bit more information about the program and the setup and what it looks like? Because you know, when you read the proposal, it's one thing. But actually, implementing a service is of course, is something different.
EILEEN PARFREY-SMITH:	Right, so I would encourage, you could leave your question in the chat, and your contact information if there's anybody in today's session who would be willing to have that type of discussion. There is also information on our website about current Arches programs, so you can always access that information on our website as well.
ALICIA SIMMONS:	And one last question, and thank you so much for your time and patience, the MetroCards, would that be provided through DOP budget, or should that be included within the budget of this RFP?
EILEEN PARFREY-SMITH:	Yeah, so would be included in your proposal budget.
ALICIA SIMMONS:	Got it, thank you so much.
EILEEN PARFREY-SMITH:	Sure, no problem.
BRET RATNER:	Hi, this is Bret Ratner from Good Shephard Services. Good morning.

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EILEEN PARFREY-SMITH:	Morning.
BRET RATNER:	So, we are a current Arches provider in Brooklyn. And our, we have three programs, and our staffing models is that we have mentors that are dedicated and distinct to each program. Then we have one program director that kind of oversees all three programs. But we don't have a permanent program coordinator for each site. Reading the RFP, it seems like that model wouldn't work and that we'd have to have a dedicated program coordinator per site. Is that correct, or can we propose our current staffing model? Just 'cause the concern is with the contracts being you know a bit smaller, to have a dedicated program coordinator per site would make the budgets incredibly tight.
EILEEN PARFREY-SMITH:	So, the expectation is that you would have a full-time person dedicated to each site. You know, if you had one program, that would be the expectation, right, that one person would be dedicated to that site. So that's the expectation. I mean you're welcome to propose you know whatever your program design is. But that is the expectation of the RFP.
BRET RATNER:	So, if we submit three proposals, it would be three different program coordinators, one per site, okay.
EILEEN PARFREY-SMITH:	I mean I will say that I think some people have, you know, are creative about how they structure their program design and their staffing, and this is similar to the expectation in the next steps program, that there is a dedicated person, full-time person per site.
BRET RATNER:	Okay, thank you.
PAUL RICHARDS:	Yeah, and just, just to add to that, you know, things to think about, I mean because you're welcome to propose it and you know, obviously we would consider it, but things to think about would be logistics, one, is that using your example, is that program coordinator, project coordinator able to have presence in multiple sites, right? And what I mean by that is like there's a difference between say having two sites in Harlem that are ten blocks away or having two sites, one in the Bronx and one in Staten Island. Those are two different kind of situations. And then

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	the other thing is your strength of staff. So, your mentors, your lead mentors able to act as a PC in the actual PC's absence. So, these are things to think about and things to include when you make this proposal.
EILEEN PARFREY-SMITH:	Are there any more questions?
ROBERT HENDERSON:	Yes, good morning. My name is Robert from JCCA. One of the members of my team had had, had wanted me to ask if we could provide a reference letter from an elected official for the proposal.
EILEEN PARFREY-SMITH:	I believe the short answer to that question is yes, as long as the letter itself meets the requirements for reference. I'm not sure; I'm just going to double-check if we had any guidance on that in the RFP. Right, so let me just read what it says in the RFP. So, it would not preclude an elected official from submitting a reference letter. The reference letter should be from a past funder or other relevant stakeholder qualified to comment on past performance. And then we ask that the references, please do not request references from Department of Probation for this proposal. And that they are recent, within the last six months. So, so yes, like I said, the elected official would be fine as long as that elected official is able to submit a letter that meets those requirements.
ROBERT HENDERSON:	Thank you.
EILEEN PARFREY-SMITH:	Sure. Are there any other questions?
ADDY MITCHELL:	Hi, my name's Addy from the Center for Court Innovation. I was just wondering about the three credible messenger mentors that are in the alumni program. Would those need to be additional mentors, or could those be mentors that are part of the core program?
EILEEN PARFREY-SMITH:	I'm going to let Paul answer that question.

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PAUL RICHARDS:	Yes, they absolutely could be the same mentors. I believe most of your mentors will probably most likely be part-time. So as long as there are no scheduling conflicts, like we don't have any issues with them being the same mentors.
EILEEN PARFREY-SMITH:	Is there anybody else who would like to ask a question?
SULAY LORA:	Hello, this is Sulay Lora from the Southeast Bronx Neighborhood Centers. I wanted to inquire as to how heavily, whether or not we produce the resume of the people whom we've preselected to take positions and like staffing. Would that weigh heavily if we don't have that information currently as to whom we would hire?
EILEEN PARFREY-SMITH:	So, so in that case, you know you should submit job descriptions for any positions that aren't filled. You know, I think it's hard to say specifically if, the fact that you don't have staff identified on its own would weigh heavily. I think it probably depends on the full context of the proposal. But in that case, you should be submitting job descriptions if you don't have staff resumes already.
SULAY LORA:	Thank you.
EILEEN PARFREY-SMITH:	Sure.
ALICIA SIMMONS:	I have another question, I should say. Will the, well let me see. If the organization has, currently have a work development program that would fortify some of the services in the goals of this RFP, does that organization have the opportunity to offer those services as well to the, to the consumers of this particular RFP?
EILEEN PARFREY-SMITH:	So that's a good question. I think it's just important to take a step back and just to note that, Paul sort of mentioned this before, that there is supposed to be a close relationship between the provider and the provider's staff and the DOP probation officer. So just to keep in mind that for this particular program, all of the participants are referred through DOP and should have a probation officer. So, in that case, the probation officer is their primary case manager, right, who makes determinations about, you know with

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	the young person about what type of programming might be most effective for them. So, I just want to point that out first, right, that the probation officer is that primary care, case manager. But there is nothing that precludes a participant from, as long as there's no funding restrictions, I know there are, sometimes there are programs that are funded, if it's funded through the same funding stream, that you're not supposed to have those individuals in the same programs funded by the same funding stream at the same time. But I believe there are also opportunities for participants, once they're done with Arches, that they may connect to other services also that are within your organization. So, I hope that helps. I think it's a little bit, there is you know there is a couple of prongs to that. And I don't know if Paul, if you have anything else to add.
PAUL RICHARDS:	Well, it seems like the issue is needing support during this process, right. And also, here's the thing. Like there is assistance with this. And there is support with this, but it's kind of, I guess after you come aboard, you know what I mean? So, it, it may not be as useful for you. But if, once you come aboard, yes, there is a support system there between, we have a training component, or we also have something called a credible messenger justice center. We also have the POs and the PO staff. So, there is a support system there once you come aboard.
ALICIA SIMMONS:	Um... I'm trying to make sure I understand, but okay, so Paul, you're saying that in short, if, if we were able to offer that services, we would get support with that? Is that what I'm hearing or no?
PAUL RICHARDS:	You would be included in our learning communities, which really talks about best practices and so forth. You would also receive training in regards to mentoring in general, curriculum, things along those lines. And then you would also receive some sort of support for your mentors, whether that has to do with furthering education or whether that has to do with providing support for their trauma, if that's, you know, an issue, as well. But as far as the actual structure, so that's where I'm having a problem understanding exactly you know, the difference between being, receiving support for the program or support as an organization. That's where I'm having that issue. So, we would offer support like for the program.

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ALICIA SIMMONS:	Okay, so say for example, I was reading one of the domains within the RFP is employment, right. We want to make sure that they can transition out of the mentoring program and be able to sustain themselves in the community with employment along with housing and a few other things that was mentioned as one of the domains within the RFP. So, one of the things that Homeless Remedies offer is we also provide an employment workshop that really helps individuals from the urban community sustain themselves in the community once they gain employment. So, I think it'll be more so like a good marriage in the sense of say one of the mentors, the DOB says that one of the, the clients needs assistance with employment, right. Homeless Remedies staff will be able to provide that. And the reason why I'm looking at it is because I believe someone mentioned that most of the positions were part-time, and we were looking at something more full-time for our staff. I think it'll be very challenging for us to recruit part-time employees for this position that would truly be committed to the success of the program, because it's a part-time position, whereas if it's full-time, then I think we will have a higher level of commitment, and with recruiting as well. And I was just thinking out loud to help me submit the proposal and, you know, and introduce that component within the RFP, what were your thoughts there regarding that?
EILEEN PARFREY-SMITH:	I'm just going jump in really quick, just to say too, I mean just to keep in mind, you may employ full-time people, right. I think part-time is, is a suggestion based on the hours worked sometimes, especially with mentors, they may have other jobs, and they may have other responsibilities within the organization, outside of the Arches program as well. But I think there's different ways that you could approach staffing. And you know, it doesn't mean that the mentors have to be part-time necessarily. And I think it's really, I mean will the program pay for other work, like workforce development? No, not specifically. That's not what the program is about. But they may have other job responsibilities within the program also which may be acceptable. So, I don't want it to be like oh, because it's part-time, like you said, you might have recruitment issues or, commitment issues with the program. I think there's other approaches to it, not just necessarily only employing folks part-time. I would encourage just looking over some of the staffing responsibilities that are expected in the program and, and working within your budget to see how that, that might work for you, right. I don't think it has to be only part-

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	time staff, especially with the mentors. They could be employed otherwise, in other areas of your organization as well. But I think when we talk about part-time mentors, it's just more the group session itself may only account for a couple of hours a week. There's also availability outside the sessions, right? So, I think just based on those specific mentor responsibilities, doesn't necessarily add up to a full-time position. But I think other providers in the past have used those individuals or brought individuals in to do other things. And like I said, I mean they could be employed in that workforce program. It's just that the program itself isn't going to pay for time spent on another program, if that makes sense.
ALICIA SIMMONS:	Thank you so much.
EILEEN PARFREY-SMITH:	Sure. Does anybody have any other questions? Going once, going twice. Okay, it seems like everybody's pretty quiet. Unless there's any last-minute interruptions, I want to thank you everybody for attending the pre-proposal conference today. As I mentioned before, please feel free to use the other contact methods, the discussion forum in PASSPort, or the contact information to reach us through email, if you have any other questions or concerns after we end the session for the day. Just a reminder, proposals are due January 13th at 5:00 p.m. And if there are any changes to the RFP, they will be included in a written addendum, which would be released through the PASSPort system. So, any other, questions are not binding unless, answers to questions are not binding unless they issued through an addendum. So, I want to thank everybody again. I hope you have a wonderful rest of your day, and we look forward to receiving your proposals in January.
UNIDENTIFIED FEMALE:	Thank you, happy holiday.
EILEEN PARFREY-SMITH:	Thank you, you too.
ERIN TRIPLETT:	Thank you, have a good one.

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