



Request for Proposals

COMMUNITY PARTNERSHIP PROGRAM REISSUE EPIN: 06818I0006

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IMPORTANT NOTE: This Request for Proposals is issued through the HHS Accelerator system to those organizations prequalified in the relevant target communities. Likewise, proposals must be submitted through the HHS Accelerator system in the manner set forth in the 'Procurements' section of the system by those same prequalified organizations. Go to www.nyc.gov/hhsaccelerator to learn more.

Basic Information

RFP Release Date	4/04/18		
Proposal Due Date	4/30/18 at 2:00 PM		
Pre-Proposal Conference	4/17/18	3:00 p.m.	Place: NYC Administration for Children’s Services Manhattan Conference Room 150 William Street, 19 th Floor New York, NY 10038
Anticipated Contract Term	<ul style="list-style-type: none"> 1/02/19-12/31/21 with one three-year renewal option. 		
Agency Contact	CPP-RFP@acs.nyc.gov		
Anticipated Funding, Contracts, and Payment Structure	<ul style="list-style-type: none"> Total Funding Amount: \$11,550,000 (\$350,000 per fiscal year for each Community Partnership) ACS anticipates making eleven (11) contract awards broken down as follows: Brooklyn – One (1) to four (4) awards Bronx – One (1) to four (4) awards Queens – One (1) to two (2) awards Manhattan – One (1) to two (2) awards Staten Island – One (1) award ACS anticipates that it will award at least one (1) Community Partnership in each of New York City’s five (5) boroughs. Payment Structure: Line-item reimbursement for permissible expenses up to the maximum allowable annual budget based on the contract award. 		
Questions Regarding this RFP	<ul style="list-style-type: none"> Questions regarding this RFP must be transmitted in writing to the Agency Contact at CPP-RFP@acs.nyc.gov. Questions received prior to the Pre-Proposal Conference will be answered at the conference. Substantive information and responses to questions addressed at the Pre-Proposal Conference will be released in an addendum to the RFP to all organizations that are prequalified to propose to this RFP through the HHS Accelerator system, unless in the opinion of ACS, the question is of a proprietary nature. ACS cannot guarantee a timely response to written questions regarding the RFP received less than one week prior to the Proposal Due Date. 		

Proposal Submission Instructions

General Guidelines	<ul style="list-style-type: none"> All Proposals must be submitted utilizing the Procurement Tab of the HHS Accelerator system at www.nyc.gov/hhsacceleratorlogin by providers with approved HHS Accelerator Applications, including Business Application and required Service Application(s) for the areas listed in the Services and Providers Tab. Proposals received after the Proposal Due Date and Time are late and shall not be accepted, except as provided under New York City’s Procurement Policy Board Rules, Section 3-16(o)(5). Please allow sufficient time to complete and submit Proposals, which includes entering information, uploading documents, and entering log-in credentials. The HHS Accelerator system will only allow Providers to submit Proposals prior to the Proposal Due Date and Time.
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	<ul style="list-style-type: none"> Providers are responsible for the timely electronic submission of proposals. It is strongly recommended that Providers complete and submit their Proposals at least 24 hours in advance of the Proposal Due Date and Time. Resources such as user guides, videos, and training dates are listed on www.nyc.gov/hhsaccelerator. For more information about submitting a proposal through the HHS Accelerator system, please contact help@mocs.nyc.gov. 												
Proposal Details													
Competitions PLEASE NOTE: A Separate, complete proposal must be submitted for each Target Community Proposed	<table border="0"> <tr> <td><u>Bronx (1-4 Awards)</u> BX01: Mott Haven BX02: Hunts Point BX03: Morrisania BX04: Highbridge</td> <td><u>Brooklyn (1-4 Awards)</u> BK03: Bedford Stuyvesant BK04: Bushwick BK05: East New York BK17: East Flatbush</td> <td><u>Manhattan (1-2 awards)</u> MN10: Central Harlem MN11: East Harlem</td> </tr> <tr> <td><u>Queens (1-2 Awards)</u> QN04: Elmhurst QN12: Jamaica</td> <td><u>Staten Island (1 Award)</u> SI01: St. George</td> <td></td> </tr> </table>	<u>Bronx (1-4 Awards)</u> BX01: Mott Haven BX02: Hunts Point BX03: Morrisania BX04: Highbridge	<u>Brooklyn (1-4 Awards)</u> BK03: Bedford Stuyvesant BK04: Bushwick BK05: East New York BK17: East Flatbush	<u>Manhattan (1-2 awards)</u> MN10: Central Harlem MN11: East Harlem	<u>Queens (1-2 Awards)</u> QN04: Elmhurst QN12: Jamaica	<u>Staten Island (1 Award)</u> SI01: St. George							
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Proposal Title	<ul style="list-style-type: none"> Enter the proposal title 												
Proposal Contact Information	<ul style="list-style-type: none"> Enter the organization's primary contact person, address, phone number, and email address for this RFP 												
Service Unit	<ul style="list-style-type: none"> Enter the TOTAL ANNUAL funding request 												
Custom Question 1	<ul style="list-style-type: none"> Enter the location where program offices will be located, including street address, borough, and zip code. 												
Proposal Documents													
Required Documents	<table border="1"> <thead> <tr> <th>Document Type</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Proposal</td> <td>Completed Structured Proposal Form</td> </tr> <tr> <td>Budget</td> <td>Completed Proposal Budget Summary</td> </tr> <tr> <td>Organizational Chart</td> <td>Completed Organizational Chart</td> </tr> <tr> <td>Doing Business Data Form</td> <td>Completed Doing Business Data Form</td> </tr> <tr> <td>Community Partnership Agreements</td> <td>Completed Community Partnership Agreement Forms (5 minimum and 10 maximum)</td> </tr> </tbody> </table>	Document Type	Description	Proposal	Completed Structured Proposal Form	Budget	Completed Proposal Budget Summary	Organizational Chart	Completed Organizational Chart	Doing Business Data Form	Completed Doing Business Data Form	Community Partnership Agreements	Completed Community Partnership Agreement Forms (5 minimum and 10 maximum)
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Community Partnership Agreements	Completed Community Partnership Agreement Forms (5 minimum and 10 maximum)												
Additional Requirements for Documents	<ul style="list-style-type: none"> Proposal document file size cannot exceed 12 MB. Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx). Only one document file can be added to each required document slot. If you need to combine documents, complete one of the following steps: <ul style="list-style-type: none"> For Word documents: Cut and paste contents of all documents into one Word document. For PDF documents: Combine files into a single PDF. For printed documents: Scan the multiple documents into a single document. 												

Section 1: Program Background

A. Agency Overview

The Administration for Children's Services (ACS) is the City of New York's agency responsible for child welfare, juvenile justice services and early childhood education. The Community Partnership Program (CPP) will be managed by ACS' Division of Child and Family Well-Being (DCFWB) which ensures critical supports to families and children, and is rooted in the belief that all New Yorkers should have health resources, and educational, cultural and social opportunities that support their capacity to thrive. Using a two-generation framework and equity lens, DCFWB focuses on leveraging resources, eliminating disparities and barriers, and creating critical connections to valuable information and services that will enhance whole family social capital, health and well-being, education and economic supports.

Through this Request for Proposals (RFP), ACS is seeking qualified nonprofit organizations to operate Community Partnerships in eleven (11) of the thirteen (13) target communities listed in Section 1.D., while ensuring that there is at least one (1) Community Partnership in each of New York City's five (5) boroughs.

B. Program Background

The Community Partnership Program is ACS' first funded, community-based initiative committed to partnering with local communities in key aspects of the agency's work. The program embodies a commitment to the children, youth and families of New York City that the City and local communities share. In the effort to ensure the well-being of children and families, everyone – from community organizations and faith-based groups to local leaders and individual residents – has an important and valued role. Community Partnerships serve as ambassadors to the community, advocates for families, and advisors to ACS and the City.

As pivotal partners in ACS' mission, Community Partnerships and their lead agencies (Contractors) are composed of organizations and leaders recognized as authentic, credible voices with demonstrated track records within their target community. Community Partnerships help to ensure that the work of ACS is culturally relevant and understood through a lens of equity. With support provided by ACS, Community Partnerships will be funded to: organize local public and private stakeholders; build their capacity to support and stabilize families; and engage them with ACS and other City agencies through *coordinated service referral, community-led programs, community awareness efforts, and informing City policy and practice related to child and family well-being*.

This RFP includes new strategies, shifts in focus, and responsibilities identified through learning collaboratives and internal assessments focused on the strengths, challenges and successes of the Community Partnerships. Some highlights of significant changes include:

- Redefining the role of the Contractor from that of a fiscal conduit to a backbone organization (see Collective Impact framework in Section 2.C.1.f.) with more responsibility for local oversight, including support for planning, implementing, evaluating Community Partnership programs and strategies, and participate in decision-making based on consensus.
- Increased use of data-driven strategic planning and assessment processes that use community-level data and stakeholder input to identify community assets and needs in order to set priorities.

- Increased attention to program evaluation, including formative and summative evaluation and the organizing of learning collaboratives to assess program efficiency and impact, build on successful strategies, inform future planning, and encourage innovative program design.
- Redesign of program model to include five core goals with related strategies that build on what has historically been the greatest strengths of the Community Partnerships: rich resource and relationship networks that enhance service referral and community awareness efforts. Included among the core strategies is a greater focus on coordinating engagement with City agency programs and campaigns focused on child and family well-being, and community organizing to recruit and train residents as Community Ambassadors who hold leadership positions within the Community Partnership and help connect families to resources.
- Increased focus on collaboration with City agencies to inform policy and practice related to child and family well-being.

C. Program Goals and Model

Each Community Partnership's work centers on five goals. Each goal includes specific strategies guided by three foundational frameworks (collective impact, two-generation approach, and an equity framework) and is supported by ongoing strategic planning and evaluation. The five goals are:

- **Build Partnerships:** Community Partnerships build a diverse network of public and private stakeholders that include City agencies and programs, community-based organizations, service providers, faith-based organizations, businesses, and lesser-known community groups not often connected to more-established provider networks, such as volunteer civic associations. This broad and diverse coalition creates a foundation rich in resources and connections to support the work of each Community Partnership.
- **Coordinate Service Referral and Utilization:** Community Partnerships develop a comprehensive understanding of services and resources available through community providers and organizations, as well as City agency programs. Community Partnerships support members to identify additional resources and expand their service portfolios. Members engage in outreach to identify families in need and help them connect the dots through referrals to community-based supports and resources available through the Community Partnership.
- **Build Community Capacity and Social Capital:** Community Partnerships recruit and train established and emerging grassroots leaders to support local families. These leaders serve as Community Ambassadors who help design and implement peer-to-peer support programs in local schools, houses of worship, and other community organizations or institutions, strengthening ties among family, friends, neighbors and local organizations.
- **Support Community Knowledge Sharing:** Community Partnerships serve as a hub for City agencies and local organizations to disseminate information, resources, and promote public information campaigns that support positive behavior change and/or increase knowledge of and access to resources. Strategies include connecting to City agencies and community-based programs to host events, trainings, workshops and educational sessions for families, residents, providers and policy makers.
- **Collaboration with City Agencies:** Community Partnerships serve as a mechanism for coordinating community voices and perspectives to inform City agency policy and programs. Community Partnerships share qualitative and quantitative data and information about

community needs, assets and trends, and serve as a thought partner to ACS, helping to inform and develop citywide strategies and direct investments, particularly as they relate to child and family well-being.

D. Target Communities

ACS is seeking Contractors to organize, convene and play a leadership role in supporting Community Partnerships to successfully implement the strategies and programs described in this RFP. ACS anticipates making eleven (11) contract awards from among the thirteen (13) target communities as listed below. ACS anticipates there will be at least one (1) Community Partnership in each of New York City’s five (5) boroughs. Proposers must submit a complete proposal for each target community they wish to apply for. However, ACS will award no more than two (2) contracts to a single Proposer, contingent on demonstrated organizational capacity.

<u>Target Communities</u>		
<u>Bronx (1-4 Awards)</u>	<u>Brooklyn (1-4 Awards)</u>	<u>Manhattan (1-2 Awards)</u>
<ul style="list-style-type: none"> • BX01: Mott Haven • BX02: Hunts Point • BX03: Morrisania • BX04: Highbridge 	<ul style="list-style-type: none"> • BK03: Bedford Stuyvesant • BK04: Bushwick • BK05: East New York • BK17: East Flatbush 	<ul style="list-style-type: none"> • MN10: Central Harlem • MN11: East Harlem
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<p>*Community districts are those created by local law in 1975. For more information visit the NYC Planning Department’s Community Portal at http://www1.nyc.gov/site/planning/community/community-portal.page.</p>		

Section 2: Program Expectations, Program Instructions and Evaluation

A. Organizational Experience

1. Program Expectations

Contractor would have five (5) years or more of successful, relevant experience within the past seven (7) years **operating programs within the target community** in criteria listed in this section.

- a. Community-based programs engaging or focused on children, youth or families, which would include experience in at least two (2) of the following areas:
 - i. Coordinating community organizing/mobilizing, outreach or awareness efforts with demonstrated impact.
 - ii. Managing and coordinating community education events, including but not limited to trainings, workshops, resource fairs and other activities that provide community members with resources and information.
 - iii. Recruiting and training community leaders, and supporting their involvement as peer leaders in organizational programs, organizing initiatives, events, and/or informing policy and program design.

- b. Managing community coalitions or partnerships focused on children, youth or families, which does the following:
 - i. Partners with diverse community stakeholders, including community-based organizations, service providers, faith-based organizations, educational institutions and other local stakeholders.
 - ii. Engages both traditional service providers and lesser-known groups with resources to offer that are often not connected to more-established provider networks, including but not limited to local sports leagues, volunteer civic associations and block clubs.
 - iii. Involves public partners including at least three (3) separate city, state or federal government agency programs or campaigns.
- c. Engaging children, youth or families in social service programs, which should include one of the following:
 - i. Administering programs or services for children, youth or families that are pre-preventive in nature and focused on child safety and family well-being.
 - ii. Coordinating service and resource referral or other linkages for children, youth or families among multiple partners, including traditional service providers, City agency programs, and informal community groups, including but not limited to local sports leagues, volunteer civic associations and block clubs.

2. Program Instructions

- a. Complete the Organizational Experience section of the Community Partnership Program Reissue Structured Proposal Form (Attachment D).

3. Evaluation

- a. This section will be evaluated based on the extent to which a Proposer demonstrates successful, relevant experience as outlined in this section. It is worth a maximum of 25 points in the Proposal Evaluation.

B. Target Community, Partners, Program Location and Accessibility

1. Program Expectations

- a. The Contractor would work with diverse community groups, and cultivate a Community Partnership that reflects the racial, ethnic, cultural and religious groups of the community district served by the Community Partnership by recruiting member organizations that:
 - i. Represent and serve these groups,
 - ii. Have the capacity to provide services, outreach, and support engagement in an equity framework, and
 - iii. Are culturally competent and linguistically accessible.
- b. The Contractor would ensure the Community Partnerships develops community outreach strategies that will reach children, youth and families in need of support, including but not limited to those who are struggling with substance use, mental health issues or domestic violence, facing chronic unemployment, chronic medical issues, housing instability, or lack access to medical care, and other challenges that negatively impact child and family well-being.

- c. The Contractor would ensure the Community Partnership primarily serves individuals and families living within the assigned community district. It would also engage providers, formal and informal community organizations, and other stakeholders that:
 - i. Have a presence in the community, or
 - ii. Provide services located in the community district or to residents of the community district. The Contractor, with approval from ACS, may serve individuals and families and engage stakeholders in adjacent community districts, provided there is a reasonable rationale for doing so.
- d. It is ACS' preference that the Contractor would operate a program office that is located in the community district served by the Community Partnership, but if located outside of the community district, the program office should be no more than half a mile outside of the community boundaries and be accessible by public transportation. The program office would provide group meeting space, space to meet with individuals confidentially, and be accessible to individuals who walk in seeking assistance. The Contractor would ensure the Community Partnership has visible signage on the building where the office is located. Program staff would have access to an office and mobile phone line, voice mail and internet connection. The program office location would be identified in the proposal.
- e. The Contractor would ensure Community Partnership services are accessible to clients with physical disabilities. Accessibility measures may include, but are not limited to, having Americans with Disabilities Act-compliant office space, offering Telecommunication Device for the Deaf (TDD) services, using large-print informational reading materials, and establishing referral protocols to programs that serve people with disabilities.
- f. The Contractor would ensure Community Partnership services are linguistically accessible. If translation services are needed, the Contractor would provide translation services at no additional cost to ACS.

2. Program Instructions

- a. Complete the Target Community, Partners, Program Location and Accessibility section of the Community Partnership Program Reissue Structured Proposal Form (Attachment D).
- b. Attach a minimum of five (5) and maximum of ten (10) completed Community Partnership Agreement Forms (Attachment E) to identify proposed Community Partnership members. Potential members should be selected strategically. The form includes guidelines that should be considered when selecting potential members.

3. Evaluation

- a. This section will be evaluated based on the extent to which a Proposer demonstrates successful, relevant experience as outlined in this section. It is worth a maximum of 20 points in the Proposal Evaluation.

C. Program Model

1. Program Expectations

Goals and Strategies

The Contractor would ensure the Community Partnership successfully designs, implements and evaluates activities and programs in the five (5) areas outlined below. Deliverables for these areas

have been provided for the first year of the contract. Deliverables in subsequent years will be determined by results of previous years and be regularly informed by strategic planning, as described further in Section 2.C.1.j.iv. ACS reserves the right to increase or decrease deliverables related to the program goals and strategies while working with the Contractor and Community Partnership to strike a balance between quantity (process) and quality (outcomes).

a. *Build Partnerships*

This set of strategies is focused on creating a diverse network of public and private partners to support children, youth and families that is rich in community knowledge, credibility and connections to support Community Partnership efforts. The Contractor would ensure the Community Partnership does the following:

- i. Design and implement membership development strategies that:
 - Ensure members serve the range of constituents within the target community, including major racial, ethnic, cultural and religious groups, and are able to provide culturally appropriate and linguistically accessible services, outreach and engagement.
 - Are consistent with the Aspen Institute’s Two Generation (“2Gen”) approach (as described in Section 2.C.1.g.; see Attachment F for additional resources), ensure that at least one partner from each of the following six areas, is represented: 1) K-12 education; 2) higher education; 3) child care; 4) employment; 5) health; and 6) housing or other economic supports.
 - Recruit diverse partners from the private sector, including but not limited to community-based organizations, service providers (including those with and without City agency contracts), faith-based organizations, businesses, and lesser-known, informal community groups not often connected to more established provider networks, including but not limited to local sports leagues, volunteer civic associations and block clubs.
 - Engage public partners working on efforts related to child and family well-being, including but not limited to the programs and campaigns of ACS, the Department of Education (DOE), the Department of Health and Mental Hygiene (DOHMH), the Department of Youth and Community Development (DYCD), the Human Resources Administration (HRA), the New York City Housing Authority (NYCHA), ThriveNYC, and the Children’s Cabinet.
- ii. Support and nurture an active membership base, where Community Partnership members are consistently engaged in core strategies, self-governance, strategic planning, and evaluation, and other activities identified by ACS, and track the contributions members make to the Community Partnership.
- iii. Create linkages to external, non-member organizations, collaborations, foundations and networks to bring additional resources and competencies to the Community Partnership.
- iv. **In the first year of the contract, ensure the Community Partnership has a core membership of twenty (20) to forty (40) member organizations from the public and private sector.**

b. *Coordinate Service Referral and Utilization*

This set of strategies is focused on building a comprehensive, holistic network and understanding of services, programs and other resources available in the community, and helping local families in need connect to these resources. The Contractor would ensure the Community Partnership does the following:

- i. Create and maintain an inventory of services and resources for children, youth and families, including City programs and community-based providers, with a focus on

services and resources that are pre-preventive in nature and focused on child and family well-being.

- ii. Create strategies for disseminating information about services and resources included and available through the Community Partnership to residents, which could include operating an online website or a hotline.
- iii. Establish linkages among Community Partnership members to connect children, youth and families to resources, services and opportunities in their communities. The Contractor may be required to enter into formal linkage agreements.
- iv. Establish linkages with ACS programs and providers and Community Partnership members to support full utilization of ACS services and resources, to connect children, youth and families to local services and resources. The Contractor may be required to enter into formal linkage agreements.
- v. ACS can request that the Community Partnership focus on referrals for specific populations or for specific type of services based on program or community needs. For example, ACS may ask Community Partnerships to focus on connecting families on ACS' Preventive waitlist to community-based services capable of providing services in a specific language or to address specific needs.
- vi. Identify two or more priority areas for service referral based on assessment of community need and work with Community Partnership members to strengthen referral, access, and outreach for these services. The Contractor would also ensure the Community Partnership identifies gaps in current services, and supports the creation and implementation of strategies to increase availability and access to these services.
- vii. Develop outreach strategies and linkages with schools, houses of worship, community centers, and other local organizations and institutions to reach children, youth and families in need of support (as described in Section 2.B.1.b.) and provide referrals to appropriate resources available through the Community Partnership.
- viii. Develop processes and infrastructure to follow up on referrals in an appropriate timeframe, and track referrals from point-of-referral through completion of program.
- ix. **In the first year of the contract, ensure the Community Partnership coordinates and monitors a total of three hundred (300) referrals.**

c. *Build Community Capacity and Social Capital*

This set of strategies is focused on recruiting and training grassroots leaders to support local families. Community Partnerships train these leaders to serve as Community Ambassadors who help design and implement peer-to-peer support programs in schools, houses of worship, and other community organizations or institutions that improve well-being and strengthen ties among family, friends, neighbors and local organizations. The Contractor would ensure the Community Partnership does the following:

- i. Recruit, engage and train established and emerging community leaders as Community Ambassadors, who would work across the Community Partnership to support goals and strategies outlined in the RFP related to (1) building partnerships, (2) coordinating service referral and utilization, (3) community knowledge sharing, and (4) collaborating with ACS and other City agencies.
- ii. Leverage and provide training and mentorship for Community Ambassadors and other Community Partnership stakeholders as appropriate to:
 - Build leadership capacity, including but not limited to training in conflict resolution, mediation, community organizing, coalition building, advocacy, public speaking and group facilitation.
 - Build capacity to support child and family well-being, including but not limited to training in motivational interviewing, safety and risk assessment, mental health first aid, domestic violence, substance use, adverse childhood experiences (ACEs) and toxic stress.

- Promote inclusion and diversity, including but not limited to trainings in racial equity, gender equity, LGBTQ inclusion, social justice, immigrant rights, and addressing implicit bias in service provision, and other areas identified as critical by ACS or the Community Partnership.
- iii. Support Community Ambassadors to design peer-to-peer support projects or initiatives in local schools, houses of worship, and other settings to increase engagement and support among family, friends, neighbors, and local organizations and institutions. These programs would be co-designed with and led by Community Ambassadors, with clear connections to the Community Partnership's child and family well-being goals. During the first six (6) months of the contract, Community Partnerships will work with ACS to identify evidence-based approaches using one or more two-generation strategies (identified in Section 2.C.1.g.) to inform and design peer-to-peer support programs.
- iv. Engage Community Ambassadors in leadership roles within the Community Partnership to support strategies in all program areas by (1) serving as members of the self-governance structure, (2) planning and implementing events, outreach and programs, (3) serving as peer mentors, (4) serving on community or provider advisory boards, including those of ACS and other City agencies, and (5) participating in activities to help inform City policy and practice.
- v. Maintain a distribution list of event attendees, program participants, community leaders, member organization representatives, volunteers, key stakeholders, and contacts from other events to send information on resources, future events, volunteer opportunities, and other updates or announcements. The distribution list would include name and contact information.
- vi. Ensure the Community Partnership tracks the relationship, contributions, assets and resources individuals can leverage on behalf of the Community Partnership.
- vii. Identify community leaders, providers and other stakeholders to create a community speakers' bureau to share personal stories or speak about their experiences working with the Community Partnership or City agencies at public events, community forums, and with media outlets.
- viii. **By the end of the first year of the contract, be able to maintain an average of three (3) to five (5) active Community Ambassadors.**

d. *Support Community Knowledge Sharing*

The core strategy of community knowledge sharing is focused on serving as a hub for disseminating information, resources and public information campaigns that change behavior and/or increase knowledge of and access to City and community resources. The Contractor would ensure the Community Partnership does the following:

- i. Serve as a conduit for ACS' programs and ACS' public education campaigns to reach residents through outreach at events, disseminating printed materials, and by providing trusted community venues for ACS programs to hold workshops or other activities.
- ii. Promote ACS' public education campaigns through distribution of printed materials, announcements in community venues, and other forms of outreach.
- iii. Host resource events including, but not limited to fairs or other events that increase awareness of resources available through ACS, other City programs, and community-based providers and organizations.
- iv. Organize trainings, workshops, education sessions, and other community events with residents, families, providers and local policy makers that (1) provide knowledge and resources to support child and family well-being, (2) increase access to services and resources, (3) recruit residents to participate in the Community Partnership, and (4) create opportunities for relationship building among residents, families, neighbors and local providers.

- v. Invite ACS and other City agencies as appropriate to participate in community knowledge sharing events by: (1) speaking or presenting to attendees, (2) disseminating materials about ACS programs, services or campaigns, (3) hosting workshops or trainings, (4) conducting outreach on ACS campaigns, and (5) other activities ACS identifies as required.
 - vi. **In the first year of the contract, ensure the Community Partnership supports ACS programs or public education campaigns to host six (6) activities in community venues (as described in Section 2.C.1.d.i. above), and organize six (6) trainings, workshops, awareness sessions or other community events (as described in Section 2.C.1.d.iii. and Section 2.C.1.d.iv. above).**
- e. *Collaboration with ACS and Other City Agencies*
 The core strategy of collaboration with City agencies is focused on serving as a mechanism for coordinating community voices and perspectives to inform City agency policy and programs related to child and family well-being. The Contractor would ensure the Community Partnership does the following:
- i. Engage community stakeholders in learning collaboratives, focus groups, submitting public comment on new policies or program models, and other activities that inform City agency policy and practice.
 - ii. Help shape and pilot new program strategies or outreach strategies with ACS.
 - iii. Assist in short-term data collection efforts in the targeted community to help inform ACS policy, programs and strategies.
 - iv. **In the first year of the contract, ensure the Community Partnership participates in six (6) activities to inform City agency policy and practice.**

Foundational Frameworks

The Contractor would ensure the Community Partnership advances its core strategies in the context of the following three foundational frameworks, which are critical to ensuring the successful implementation of efforts in a collaborative, effective and equitable manner, and which build on evidence-based models with proven results.

- f. *Collective Impact*: as a foundational framework is focused on strategies and characteristics of successful collaborations working on complex social problems, like improving child and family well-being and addressing family and community needs while building on their strengths. This framework will inform strategic planning, support consensus building, guide a shared accountability measurement plan, inform self-governance, and position the Contractor as a backbone organization for the Community Partnership. For suggested resources on collective impact, see Attachment F.
- g. *Two-Generation Approach*: as a foundational framework is focused on creating programs and policies that address the needs of vulnerable children and their parents together. This framework will be particularly useful in informing evidence-based strategies related to policy creation, service referral and utilization, community knowledge sharing, and designing programs and strategies that build social capital. Examples of two-generation strategies are listed below. For suggested resources on the two-generation approach, see Attachment F.
 - i. Create community networks to reduce isolation among family, friends and neighbors, provide peer-to-peer support to address challenges, build local leadership and empowerment, and create communities of care.
 - ii. Coordinate comprehensive, community-based supports for parents and their children that address the needs of both simultaneously and help them self-identify resources.

- iii. Refer children and youth to Head Start, early care, academic support and enhancement programs, and other age-appropriate educational programs.
 - iv. Support postsecondary and employment pathways for parents.
 - v. Address impacts of toxic stress and adverse childhood experiences (ACEs), and support family well-being through access to health care and supporting parent-child relationships.
- h. *Equity Framework*: as a foundational framework is focused on explicitly addressing issues of racial, gender and LGBTQ equity in communities, and implicit bias in service provision and policy. ACS is currently developing guidelines for operating programs and conducting outreach within racial, gender and LGBTQ equity frameworks. Community Partnerships help to identify and address disparities in service provision and access, and will partner with ACS and other City agencies to assess child and family outcomes across equity indicators such as race, socioeconomic status and gender, and help identify solution-based strategies.

Core Planning Elements

The Contractor would ensure the Community Partnership engages in ongoing strategic planning in both formative and summative evaluation for all program areas.

i. *Strategic Planning*

The Contractor would ensure the Community Partnership engages in collaborative, ongoing strategic planning processes to identify community strengths and needs that would inform Community Partnership strategies and benchmarks. Strategic planning would involve the following characteristics and processes:

- i. Use of community-level data, including but not limited to demographics, child and family well-being, health, and other data as appropriate.
- ii. Use of stakeholder input through focus groups, informal group discussions, or informant interviews.
- iii. Creation of a three (3) year strategic plan for the Community Partnership that is updated every twelve (12) months (or as needed) and used as a tool to focus implementation.
- iv. Identify two or more priority areas for service referral or areas where services are currently lacking (as described in Section 2.C.1.b.vi.).
- v. Strategically plan community education events aligned with the mission, purpose and goals of the Community Partnership (as described in Section 2.C.1.d.iv.).
- vi. Develop well-being indicators to measure impact of Community Partnership efforts on child and family well-being.
- vii. **In the first year of the contract, engage in a strategic planning process in partnership with ACS. The strategic plan would take effect within three (3) to four (4) months of the contract start date and would include additional targets for deliverables and outcomes in all program areas.**

j. *Evaluation*

The Contractor would ensure the Community Partnership engages in both formative and summative evaluation for all program areas:

- i. Collect data on process and impact indicators for all core functions and other program activities in order to measure efficiency and assess impact. This may include but not limited to having stakeholders complete surveys, pre- and post-surveys to measure knowledge gained through educational activities, or conducting one-on-one interviews with select program participants.
- ii. Report on process and impact data throughout the contract term in the form of monthly, quarterly and annual reports. In addition, the Contractor would comply with ACS

- requests to obtain additional data specific to the activities of the Community Partnership or the characteristics or needs of the population being served.
- iii. Participate in learning collaboratives with ACS and Community Partnership stakeholders to discuss challenges and strengths, replicate successful strategies in all strategy and program areas, assess program fidelity, and develop program standards, including setting deliverables for subsequent years.
 - iv. Goals for deliverables beyond the first year will be determined by results of previous years and be regularly informed by strategic planning. ACS reserves the right to increase or decrease deliverables related to the program goals and strategies while working with the Contractor and Community Partnership to strike a balance between quantity (process) and quality (outcomes).

Additional Program Elements

k. *Self-Governance*

The Contractor would develop a self-governance structure for the Community Partnership. The self-governance structure should adhere to the principles of the foundational frameworks (Section 2.C.1.f.; Section 2.C.1.g.; and Section 2.C.1.f.) and would:

- i. Be inclusive; all community members or stakeholders should be welcome to participate provided that they adhere to principles of civility, cooperative planning, and consensus building.
- ii. Include a Contractor representative, an ACS representative, and at least one community leader or resident that does not fill a dual role as a service provider.
- iii. Create the protocols, processes and systems by which the Community Partnership and its programs are developed, implemented and sustained, including ensuring the alignment of goals and activities across strategy and programs, and regular review of data for quality assurance purposes.
- iv. Assume responsibility for the healthy functioning of the Community Partnership and its teams by providing conflict resolution and supporting decision-making.
- v. Provide direction and tools for strategic planning, program design, and implementation, evaluation, mediation and ultimately ensure that program goals and objectives are met.
- vi. Perform other tasks and responsibilities as required by ACS.

l. *Resource Development*

The Contractor would support identification and leveraging of additional resources to grow and increase the scope of Community Partnership programs and activities, including but not limited to:

- i. Identification and pursuit of additional funding streams to enhance or complement Community Partnership programs and activities.
- ii. Identification of in-kind donations or local sponsorships.
- iii. Collaboration among members to leverage additional funding to fill service gaps in the community.

m. *ACS Support*

The Contractor would take advantage of ACS support, including but not limited to ongoing technical support to the Contractor and the Community Partnership's members, in the following areas:

- i. Support strategic planning by providing technical assistance and community-level data on demographics and well-being and health indicators, and community-level data on ACS and Community Partnership programs and other data as appropriate.

- ii. Provide training and support to design and implement strategies within the foundational frameworks of collective impact, two-generation approach, and an equity framework. This could include technical assistance to incorporate guidance issued by ACS' Racial Equity and Cultural Competency Committee.
- iii. Provide communications support to promote and market select Community Partnership events and programs; support outreach to media for select events.
- iv. Identify opportunities for Community Partnership leaders and stakeholders to participate in ACS advisory bodies or recommend new ways of providing ACS feedback.
- v. Coordinate learning communities on Community Partnership strategies and programs to identify and replicate successful strategies; learning communities will engage Community Partnership stakeholders and ACS staff, and be informed by data related to ACS and Community Partnership activities.
- vi. Create standardized evaluation metrics and tools across the Community Partnerships. ACS will provide data collection guidelines and data collection tools (including but not limited to surveys, report forms, and online dashboards). ACS will also compile data from across the Community Partnerships and provide feedback on program performance and impact on child and family well-being.

2. **Proposal Instructions**

- a. Complete the Program Model section of the Community Partnership Program Reissue Structured Proposal Form (Attachment D).

3. **Evaluation**

- a. This section will be evaluated based on the extent to which a Proposer demonstrates the ability to design, implement, and manage the program model based on the criteria in this section. This section is worth a maximum of 30 points in the Proposal Evaluation.

D. Staff Qualifications, Responsibilities and Training

1. **Program Expectations**

- a. The Contractor would hire and train three (3) staff, including a full-time Program Director, a full-time Community Organizer, and a part-time Administrative Assistant to manage and implement Community Partnership programs and activities.
- b. The Contractor would develop detailed descriptions of responsibilities and qualifications for all three (3) positions, subject to ACS' approval.
- c. The Contractor will hire a highly skilled and experienced Program Director to provide collaborative leadership for the Community Partnership. ACS has conducted research indicating that a high level of experience and competency is required in order to create the necessary infrastructure to ensure programmatic success and excellence. At a minimum, the full-time Program Director would have the following qualifications and responsibilities:
 - i. Strategic planning responsibilities include: facilitate engagement with stakeholders from multiple sectors; create a governance team with the appropriate skills, knowledge and insights to guide the partnership; ensure alignment of program strategies and community education events; develop a member outreach strategy to create a membership representative of the community and that provides relevant programs and services.
 - ii. External relations responsibilities include: serve as an effective spokesperson for the partnership and ACS' community engagement work; maintain strong, long-term working

- partnerships with stakeholders, including grassroots leaders, faith leaders, service provider staff and leadership, and government agencies and officials; oversee communication and marketing strategies, including websites, social media, and outreach materials to develop a strong, visible brand.
- iii. Program evaluation responsibilities include: overseeing collection and reporting of process and impact indicators for all program areas; assist in analysis of process and impact indicators and develop recommendations with stakeholders; participate in cross-site learning collaboratives to identify and replicate successful strategies and develop fidelity measures.
 - iv. Administrative responsibilities include: hiring and providing direct supervision and support to staff, paid Community Ambassadors, and community volunteers; facilitating and planning for membership meetings and work group activities; ensuring fiscal integrity of budget.
 - v. Resource development responsibilities include: maintaining and utilizing a knowledge of developments, trends, and best practices in community-based programs focused on child and family well-being; identifying member strengths that can be leveraged to build capacity, such as trainings, quality assurance processes, outreach staff, and linkages to other networks; identifying and leveraging in-kind donations and pro-bono services.
 - vi. Minimum qualifications include a master's degree in a related field and at least five (5) years of successful, relevant experience, including three (3) years in a leadership position managing community-based programs engaging children, youth and families, or a bachelor's degree with at least seven (7) years of successful relevant experience, including five (5) years in a leadership position.
- d. The Contractor will hire one full-time Community Organizer that would have the following qualifications and responsibilities:
- i. Implement member recruitment strategies to recruit and retain a stable, core membership team.
 - ii. Engage in community outreach to youth and families and support the work of Community Ambassadors in these efforts.
 - iii. Recruit and train Community Ambassadors.
 - iv. Event and program management, including convening planning committees, managing follow-up, and coordinating event logistics and debriefs.
 - v. Developing awards and recognition programs to recognize substantial and consistent contributions to the Community Partnership.
 - vi. Manage membership records and track member contributions, requests, and feedback on referred services.
 - vii. Convene discussion and planning meetings with Community Partnership members and other stakeholders.
 - viii. Manage data collection, documentation of outcomes, and draft reports.
 - ix. Minimum qualifications include a bachelor's degree and at least three (3) years of successful, relevant experience in community-based programs engaging children, youth, and families. Applicants should also have a demonstrated knowledge of community organizing and coalition building practice, and experience engaging stakeholders with diverse backgrounds and perspectives around a common cause.
- e. The Contractor would involve ACS and a member of the Community Partnership leadership throughout the recruitment and hiring process for all three (3) positions highlighted in section 2.D.1.a. above, both during the initial hiring phase upon contract award and in subsequent years. The Contractor would ensure that a Program Director is hired and in place no later than one (1) month after the start of the contract.

- f. The Contractor would ensure Community Partnership staff participate in ACS-sponsored trainings identified as critical for program success.
- g. The Contractor would provide Community Partnership staff with a minimum of fifteen (15) hours of professional development annually based on staff needs and interests.
- h. The Contractor would ensure that its staff and Community Partnership staff, volunteers (e.g., Community Ambassadors), interns, and other individuals involved with the partnership who have sustained, regular contact with children or youth receive all background clearances required by law or ACS policies. These background clearances may include, but are not limited to the Statewide Central Register of Child Abuse and Maltreatment checks, Vulnerable Persons Central Register checks, and criminal background checks.

2. **Proposal Instructions**

- a. Complete the Staff Qualifications, Responsibilities and Training section of the Community Partnership Program Reissue Structured Proposal Form (Attachment D).
- b. Attach an organizational chart showing how the Community Partnership Program and staff fit into the organizations supervision structure.

3. **Evaluation**

- a. This section will be evaluated based on the extent to which a Proposer demonstrates the ability to meet expectations for staff qualifications, responsibilities, and training based on the criteria in this section. It is worth a maximum of 15 points in the Proposal Evaluation.

E. Compliance, Reporting and Budget Management

1. **Program Expectations**

- a. The Contractor would maintain proper program and fiscal records. Examples of program records include meeting agendas and minutes, reports, completed surveys and other evaluation tools, flyers and other collateral used for outreach and events, and attendance records for general membership meetings, working groups, committees and trainings. Examples of fiscal records include invoices or other documents that show how contract funds were expensed. The Contractor would provide files and records to ACS as requested for contract monitoring, quality assurance and/or evaluation purposes.
- b. The Contractor would follow appropriate record-keeping practices and procedures in a manner that is in compliance with and supports all existing federal, state, and city laws, rules and regulations, and is consistent with policies, procedures, and standards promulgated by ACS. This would include providing Community Partnership staff with a locked storage space to store any documents with confidential information, and provide Community Partnership staff with access to shredding equipment when these documents need to be disposed of.
- c. The Contractor would use organizational tools, systems and processes to support evaluation, quality assurance, data management, and regular monitoring of Community Partnership programs, strategies and activities to ensure compliance.
- d. The Contractor would ensure regular and adequate supervision of Community Partnership staff and volunteers, and ensure regular participation of Community Partnership staff or leadership in meetings or other activities required by ACS to ensure successful

- implementation of programs, including but not limited to Community Partnership Quarterly Meetings and Community Partnership Leadership Meetings.
- e. The Contractor would fulfill all programmatic requirements and follow any current or future policy or guidelines associated with or developed for the Community Partnership Program, including but not limited to those related to program planning, implementation, or evaluation, as well as required documentation, quality assurance measures, or program fidelity.
 - f. The Contractor would follow marketing and branding guidelines provided by ACS, and work to increase the visibility of the Community Partnership and ACS' work in the community by (1) promoting the Community Partnership's mission, programs, and accomplishments, (2) acknowledging ACS' support and involvement in the Community Partnership, (3) including the ACS logo on printed materials and signage at events as appropriate, and (4) working with ACS to engage media in appropriate activities or events and as approved by ACS.
 - g. The Contractor would maintain a budget that adheres to the following guidelines:
 - i. Not more than ten (10) percent of the annual budget is allocated for rent and utilities.
 - ii. Not more than ten (10) percent of the annual budget is allocated for overhead.
 - iii. Not more than thirty-three (33) percent of the annual budget is allocated for fringe benefits.
 - iv. Sufficient stipends for Community Ambassadors who participate in community events, outreach, training, peer-to-peer support programs, or other activities. The Contractor would have flexibility in deciding if Community Ambassadors are consultants or employees, and in setting stipend rates, but rates should meet New York City minimum wage laws.
 - v. Minimum of \$10,000 allocated for consultation services or training, the topics and focus of which would be identified in consultation with and approved by ACS.
 - vi. The Contractor would have flexibility in determining how other program funds are allocated, including but not limited to program supplies, meeting supplies and event outreach materials, so long as a reasonable justification is provided and approved by ACS.
 - h. ACS anticipates that the payment structure for contracts awarded under this RFP will be a line-item budget reimbursement that will not exceed the maximum allowable annual budget for each Community Partnership.
 - i. The proposed budget represents the annual costs to provide all services included in the proposed program.
 - j. Proposers would propose to operate the program with a budget based only on the anticipated available funding stated in the "Basic Information" chart on page 2 and adheres to the guidelines in Section 2.E.1.g. above.
 - k. The proposed budgeted costs would enable the effective implementation of strategies and programs described in this RFP.

2. **Proposal Instructions**

- a. Complete the Compliance, Reporting and Budget Management section of the Community Partnership Program Reissue Structured Proposal Form (Attachment D), and complete the Proposed Budget Summary (Attachment C).

3. **Evaluation**

- a. This section will be evaluated based on the extent to which a Proposer demonstrates a viable monitoring, reporting and budget management plan based upon the criteria in this section. It is worth a maximum of 10 points in the Proposal Evaluation.

Section 3: List of Attachments

**All attachments for this RFP can be found in the RFP Documents tab in the HHS Accelerator system.*

- Attachment A — General Information and Regulatory Requirements
- Attachment B — Doing Business Data Form
- Attachment C — Proposal Budget Summary
- Attachment D — Community Partnership Program Reissue Structured Proposal Form
- Attachment E — Community Partnership Agreement Form
- Attachment F — Resources

Section 4: Basis for Contract Award and Procedures

A. Proposal Evaluation

All proposals accepted by ACS will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by ACS to be non-responsive will be rejected. Within each competition, ACS' evaluation committee will review and rate each technical proposal. The proposals will be ranked in order of highest to lowest technical score. ACS will establish a shortlist through a natural break in scores for technically viable proposals.

ACS reserves the right to conduct site visits and/or interviews and/or to request that Proposers make presentations and/or demonstrations, as ACS deems applicable and appropriate. Although discussions may be conducted with Proposers submitting acceptable proposals, ACS reserves the right to award a contract on the basis of the initial proposals received, without discussions; therefore, the Proposer's initial proposal would contain its best proposed programmatic terms.

B. Contract Award

Contracts will be awarded to the responsible Proposers whose proposals are determined to be the most advantageous to the City, taking into consideration the price and such other factors which are set forth in this RFP. ACS anticipates making eleven (11) contract awards in eleven (11) of the thirteen (13) target communities, with at least one award per community district, as follows:

- Bronx: between one (1) and four (4) awards
- Brooklyn: between one (1) and four (4) awards
- Manhattan: between one (1) and two (2) awards
- Queens: between one (1) and two (2) awards
- Staten Island: one (1) award

Within each competition, proposals will be ranked in descending order of their overall average technical scores. ACS will make award recommendations to the highest technically ranked proposals on the shortlist. ACS reserves the right to skip over one or more proposals on the shortlist in order to

make an award to eleven (11) different target communities. In the event of a tie score, the proposal scoring higher in Section 2.C., Program Model, will be recommended for a contract award.

In the case that a Proposer is eligible for more than one contract award, ACS reserves the right to award no more than two (2) contracts to a single Proposer, contingent on the Proposer's demonstrated organizational capacity.

The contract awards shall be subject to the timely completion of contract negotiations between ACS and the selected Proposers, as well as a positive responsibility determination.