



Request for Proposals

ECHOES (Every Child Has an Opportunity to Excel and Succeed) Be Ready Program

EPIN: 78120I0002

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IMPORTANT NOTE: This Request for Proposals is issued through the HHS Accelerator system to organizations prequalified in the relevant service areas. Accordingly, proposals must be submitted through the HHS Accelerator system in the manner set forth in the 'Procurements' section of the system by the respective prequalified organizations. To learn more, visit www.nyc.gov/hhsaccelerator.

Basic Information

RFP Release Date	November 4, 2019	
Proposal Due Date/Time	Date: December 13, 2019	
Pre-Proposal Conference	Date: November 14, 2019	Time: 10:00 A.M.
	Location: NYC Department of Probation 33 Beaver Street, 23 rd Floor Auditorium New York, NY 10004	
	Attendance by proposers is optional, but recommended. If you plan to attend the Pre-Proposal Conference, DOP requests that you RSVP in advance. Please send an email to acco@probation.nyc.gov with the name of your organization and the number of people who will attend.	
Anticipated Contract Term	April 1, 2020 to March 31, 2023 With an option to renew for up to three additional years from April 1, 2023 to March 31, 2026	
Authorized Agency Contact Person	Eileen Parfrey-Smith Agency Chief Contracting Officer 33 Beaver Street, 21 st Floor New York, NY 10004 acco@probation.nyc.gov	
Anticipated Funding and Payment Structure	<ul style="list-style-type: none"> Total maximum available funding: \$1,140,000.00 (\$190,000.00 annually per borough) Anticipated # of contracts: 2 It is anticipated that the payment structure of the contracts awarded will be line-item reimbursement. DOP also reserves the right to reduce the funding amount accordingly or request a reduced program budget if full enrollment capacity is not maintained on an on-going basis. Line item budgets would include both a base participant budget, and an additional participant budget. 	
Minimum Qualification Requirements for Proposal	<ul style="list-style-type: none"> Proposals containing sites outside of the borough for competition proposed will be deemed non-responsive and rejected. Demonstration that proposer is tax-exempt and incorporated as a Not-for-Profit in New York State 	
Minimum Qualification Requirements for Award	<ul style="list-style-type: none"> Selected proposer is required to provide proof of site control, for example, through a lease or certificate of occupancy. 	
Subcontracting/Consultants	<p>Subcontracting is permissible under the following conditions:</p> <ul style="list-style-type: none"> The proposer would identify any proposed subcontractor in the proposal. Agency assumptions as set forth in the Program Expectations and other sections of this RFP apply equally to any proposed subcontractor. All contractors and subcontractors shall be subject to DOP approval before expenses are incurred and payments made. 	
Questions Regarding this RFP	<ul style="list-style-type: none"> Questions regarding this RFP should be transmitted in writing to the Authorized Agency Contact Person. Proposers should enter "ECHOES RFP" in the subject line of the e-mail. Proposers should note that any response that may constitute a change to the RFP will not be binding unless DOP subsequently issues such a change as a written addendum to the RFP. Any addenda that may be issued in relation to this RFP will be released to all organizations that are prequalified to propose to this RFP through the HHS 	

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	<p>Accelerator system.</p> <ul style="list-style-type: none"> DOP cannot guarantee a timely response to written questions regarding this RFP received less than one week prior to the proposal due date.
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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. 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	
Competition Pools <i>NOTE: Proposers may propose for more than one competition. Proposers must submit a separate and complete proposal for each competition.</i>	<p>Competition Pools:</p> <ol style="list-style-type: none"> Manhattan* Brooklyn/Queens ** <p>* The proposal site must be located in Manhattan for this competition. **The proposal site must be located within either Queens or Brooklyn for this competition. Any proposals outside of these boroughs will be marked non-responsive and rejected.</p>
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.
Total Funding Request	<ul style="list-style-type: none"> Enter the TOTAL ANNUAL funding request.
Site Information	<ul style="list-style-type: none"> Enter the address(es) where services will be delivered.

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Proposal Documents		
	Document Type	Description
Required Documents Note: A separate and complete proposal, including all required documents, must be submitted if proposing for more than one (1) competition.	Proposal	Proposal Narrative (Complete Attachment D: Structured Proposal Form)
	Budget	Completed Proposal Budget Summary (Attachment C)
	References	Three (3) Letters of Reference from past funders or other relevant stakeholders, other than DOP
	Linkage Agreement(s)	Complete Linkage Agreement(s) (Attachment E)
	Key Staff Resumes	Complete list of resumes and/or job descriptions
	Doing Business Data Form	Completed Doing Business Data Form (Attachment B)
	Not For Profit Documentation	Documentation of 501C3 status
	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

The New York City Department of Probation (DOP) helps build stronger and safer communities by supervising people on probation, fostering positive change in their decision-making and behavior, and expanding opportunities for them to move out of the criminal and juvenile justice systems through meaningful education, employment, health services, family engagement and civic participation.

The original ECHOES (Every Child Has an Opportunity To Excel and Succeed) Program was implemented starting in 2013, in collaboration with the Mayor’s Office of Economic Opportunity (“NYC Opportunity”), formerly the Center for Economic Opportunity (“CEO”), provided by two borough-based community-based not-for-profit contractors. ECHOES was designed as an alternative-to-placement (ATP) that serves high-risk youth, under DOP supervision, between the ages of 14 and 18.

ECHOES is an ATP that represents DOP’s most intensive level of probation supervision. There are two parts to ECHOES: (1) an intensive case management component provided directly by DOP Probation Officers (POs); and (2) the Be Ready component provided under contract by up to two not-for-profit organizations (Contractors) awarded through this RFP. The Be Ready Contractor(s) are required to work in partnership with DOP on this program.

ECHOES uses a behavioral change model to engage participants in transformational relationships that enable them to remain in their schools and communities while they improve the educational, employment, and social/emotional competencies needed to lead law-abiding lives. The program serves adolescents ages 14 through 18 who have been adjudicated delinquent, sentenced to probation and would otherwise be placed.

ECHOES serves high-risk youth across the five boroughs, specifically those who are: 1) sentenced to probation through Family Court with an explicit court order to participate in ECHOES as an alternative-to-placement; 2) facing a violation of probation’s most intensive service level (Enhanced Supervision Program “ESP”) or a violation of probation in another alternative-to-placement program; or 3) facing a violation of general probation due to a re-arrest.

ECHOES is informed by evidence in the field of work-readiness for disconnected and disaffected youth. In order to develop long-lasting life readiness and employment competencies, the participant group needs intensive coaching and program completion standards that reward effort and persistence. In addition, ECHOES participants have a need to develop better conflict management skills. Accordingly, the Contractor will be responsible for training its staff to utilize the following evidence-based practices to build community and foster motivation for success, as well as to overcome resistance to program engagement and teach conflict management skills.¹ The

¹ While the Contractor will be responsible for training its ECHOES Be Ready staff in the use of the evidence-based practices described below, DOP will also train DOP ECHOES staff in the use of the same evidence-based practices,

evidence-based methods utilized in ECHOES, are Positive Youth Development, Motivational Interviewing, Stages of Change, and Restorative Justice. When used together, these practices will facilitate a young person's growth and community reintegration.²

- Positive Youth Development is a comprehensive developmentally-appropriate framework that emphasizes the importance of building on young people's positive attributes to promote success. It assists young adults in obtaining a sense of self-worth and social contribution; a sense of independence and control over one's life; and a sense of closeness in interpersonal relationships. Youth and adults establish positive, pro-social relationships with each other and then cooperate to provide opportunities and support for others. By actively participating in these efforts, young people learn that while they may have made mistakes in the past, they are also capable of learning new skills that they can use to better themselves, their families, and their communities.³
- Motivational Interviewing (MI) is a counseling/coaching style, the core components of which are expressing empathy, developing discrepancy between present status and desired goals, avoiding argument/confrontation, rolling with resistance, and supporting self-efficacy. The principle behind MI is that by listening to people and following up on the positive aspects of their speech and thinking, probation and other professionals can help increase client's motivation to make positive changes in their lives that will reduce their likelihood of reoffending. MI suggests questions and statements that make it more likely that young people in the justice-system will think, talk, and act in a positive direction. It teaches staff to support a client's internal motivation to change by highlighting autonomy, competence, and relatedness.⁴
- Stages of Change is a companion framework to Motivational Interviewing which proposes that most, if not all, individuals go through very specific stages in effecting changes in their lives. These stages include pre-contemplation, contemplation, action, maintenance and relapse. Each stage of change has its own coaching strategies to foster movement into subsequent stages. Once a youth's stage of change in a life domain is ascertained (say, improving school performance), coaches utilize the appropriate goals to promote a youth's growth and movement into the next stage of change.⁵

so that both DOP ECHOES staff and Contractor's Be Ready staff will be using the same practices while working with ECHOES participants.

² Costello, Bob, et al. (2009). "The Restorative Practice Handbook for Teachers, Disciplinarians, and Administrators." International Institute for Restorative Practices. Wachtel, Ted. (2009). "Real Justice." Piper's Press.

³ Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe (2010). "Positive Youth Justice- Framing Justice Interventions Using the Concepts of Positive Youth Development." Washington, D.C.: Coalition for Juvenile Justice.

⁴ Walters, et al. (2007). "Motivating Offenders to Change: A Guide for Probation and Parole." US Department of Justice National Institute of Corrections.

⁵ Naar-King, Sylvie, Suarez, Mariann (2011). "Motivational Interviewing with Adolescents and Young Adults." Guilford-Press. Walter, Scott, et al (2007). "A Guide for Probation and Parole: Motivating Offenders to Change." US Department of Justice, National Institute for Correction.

- Restorative Justice Principles will guide program staff in their group work and in handling conflict. The aim of Restorative Justice is to develop community and manage conflict by repairing harm and restoring relationships. Basic restorative practices involve check-in and check-out circles as well as problem-solving circles that require participants to acknowledge their role in a conflict situation and come up with ways to repair the harm done. During the problem-solving meetings, questions are posed to the young person and to the aggrieved person/persons when appropriate: What happened? What was going through your mind during the incident? What have you thought about since? Who has been affected by what happened? How have they been affected? What needs to happen to make things right? And what are you going to do to make sure this does not happen again? Restorative Justice promotes a balance of control (including limit-setting and high expectations) and support in ensuring that youth take responsibility for their actions and decisions.

Section 2 – Program Expectations and Proposal Instructions

A. Organizational Experience and Capability

1. Program Expectations

- a. The contractor(s) would have the organizational capability to begin services by the contract start date and would be able to meet with DOP within a week of notice of contract award.
- b. The contractor(s) would be a not-for-profit organization with at least three years of successful relevant experience in the last five years providing similar services to youth involved in the criminal justice system. Successful relevant experience would include:
 - i. Achievement of enrollment numbers that met or exceeded the funder/program expectation
 - ii. Achievement of outcomes that met or exceeded funder/program expectations
 - iii. Other factors demonstrating that a program was effective such as: positive findings from an evaluation, securing multi-year funding for relevant program(s) from diverse public and private sources, successful joint efforts with other organizations/agencies, and successful experience working in a leadership role to establish and lead effective partnerships.
- c. The contractor(s) would have successful experience in the last five years, either directly or through a subcontractor, delivering services in the targeted borough for the competition proposed.
- d. The contractor(s) would have a demonstrated understanding of the target communities within the borough proposed.
- e. The contractor(s) would have a demonstrated understanding of the unique circumstances and challenges within the borough proposed, including knowledge of gang activity and territories, as well as other issues that may impact program design and service delivery.
- f. The contractor(s) would have a demonstrated history of working in or with other service providers in the proposed borough.
- g. The contractor(s) would be familiar with systems/institutions that the target population will likely have involvement with, including the NYC school system, NYC Department of Education (DOE) processes, NYC Administration for Children's Services (ACS), and Family Court.
- h. The contractor(s) would have experience facilitating training for staff members.
- i. The contractor(s) would have experience tracking participant data and outcomes, as well as the organizational capacity to make program improvements upon review of programmatic data.
- j. The contractor(s), either directly or through a subcontractor, would have experience utilizing any of the following principles or approaches to working with high risk youth within the past five years including:
 - i. Motivational Interviewing
 - ii. Stages of Change
 - iii. Positive Youth Development

- iv. Restorative Justice
- v. Collaborative Problem Solving

2. Proposal Instructions

- a. Complete Section A of Attachment D: Structured Proposal Form, Questions 1 and 2.
- b. Attach three (3) relevant letters of reference from past funders or other relevant stakeholders qualified to comment on past performance. References must be from entities other than DOP and dated within the last 6 months.

3. Evaluation:

- a. This section will be evaluated based on the extent to which the proposer demonstrates successful relevant experience and capability to provide the program based on the criteria in this section. It is worth a maximum of **20** points in the proposal evaluation.

B. Program Model

1. Program Expectations:

- a. The contractor(s) would provide 30 slots annually for participants ages 14 through 18, on juvenile probation or who are facing institutional placement as a result of a Family Court disposition (sentence) that reside in any of the five boroughs. Program would accommodate up to 30 participants at any one time. It is anticipated that the Manhattan site would accommodate participants from both Manhattan and the Bronx, while the Queens/Brooklyn site would accommodate participants from Queens, Brooklyn and Staten Island.
- b. The contractor(s) would accept admissions into the program on a rolling basis. All participants will be sentenced to ECHOES by the Family Court. The contractor(s) will not be responsible for directly recruiting participants.
- c. Upon sentencing, DOP and Contractor staff will conduct joint intake meetings with participants and their families, ensuring that all staff, the youth, and family work together to develop goals for the young person that are consistent with the conditions of their probation and future life goals. DOP will schedule an orientation session to be conducted jointly by the Contractor and DOP, which will explain the ECHOES program, its expectations of participants, and its underlying principles and theory of change. After a young person has completed both the intake and the orientation, they will be given a start date of the following Saturday when they will begin the Basic Stage of Be Ready (the portion of ECHOES to be provided by the Contractor).⁶

⁶ Each ECHOES participant will have a Probation Officer (PO) with a smaller caseload who will work intensively with participants over the course of a year. POs will meet individually with each participant in the community at least two times weekly to provide individual coaching. In addition, POs will facilitate a weekly Engagement Group, the

- d. ECHOES Be Ready is comprised of three stages of life readiness development: Basic, Intermediate and Advanced. Each stage, described below, builds upon the competencies and strengths developed in the previous cycle. Participants can remain active in the program for one year, and will work through as many of the three stages as they are able during this time period⁷. DOP and the Contractor would make collaborative decisions regarding each participant's movement through the stages.
 - i. Basic Stage (Saturdays Only): The first stage is group-based, as severely disconnected youth often lack the skills necessary to work in teams and with peers.
 - a. Contractor(s) will assign each participant to a Work Team that meets once a week on Saturdays. Teams consist of ten youth with one contractor Team Leader and one DOP ECHOES Probation Officer co-leading. Saturday Work Teams would run from 10 A.M. to 4 P.M., including 45 minutes for lunch.
 - b. The contractor(s) would provide the Basic Stage of the program on Saturdays, so that participants can experience a full day of hands-on work during the school year. Participants will continue to meet with their Probation Officer during the week.
 - c. The contractor(s) would identify an array of project sites located throughout New York City. Project sites would be service-learning oriented, such as restoration of community centers, removing debris/invasive plants and planting in parks, beautifying and rebuilding a community garden, or preparing care packages for service men and women overseas. The contractor(s) should incorporate participant input when selecting project sites and take into account relevance to the target population when selecting sites. The contractor(s) would ensure that projects are designed in collaboration with participants to ensure that young people feel ownership of the project while also learning basic soft skills associated with getting and keeping a job, such as working well with others, managing conflict, and completing projects on time.
 - d. The Contractor(s) would facilitate transportation to the Project Sites. The contractor(s) would facilitate a morning restorative circle, inclusive of all participants and staff, where all expectations for the day would be addressed. Each work day would conclude with a check-out meeting or circle as well.

purposes of which are to build the participants' social and emotional competencies. PO's will use flexible scheduling to achieve relational goals, and PO's outreach efforts will convey the message that he/she will "show up" for the relationship with the young person even if the young person is not yet ready to do so. POs will also assume responsibility for ensuring that participants are engaged in school.

⁷ It is anticipated that one-third to one-half of program participants will be able to complete all three stages within a 12 month period regardless of any setbacks they may experience. The other one-half to two-thirds may experience significant enough setbacks in their tenure that they may not complete all three stages during the program year.

- e. The contractor(s) would ensure that throughout the day, the Team Leader will work with participants, address any problem behaviors, and meet individually with each youth to discuss the participant's performance with the support of the ECHOES PO.
 - f. The contractor(s) would ensure that participants obtain a tangible marketable skill related to the designated project⁸. The contractor(s) would specify the method for measuring attainment of these skills. The Team Leader would review these skills with each youth daily on a score card that includes Attendance/Punctuality, Preparedness, Performance, Attitude, and Participation. When a participant is able to demonstrate these basic competencies, he/she will be able to move into the more advanced stages of the program.
 - g. Participants must attend four consecutive Saturdays without an infraction to complete the stage. Infractions include absences, lateness (beyond 15 minutes), fighting, and any other failure to follow rules and regulations. If an infraction occurs, the participant will be stepped-down to Pre-Team. All participants will be allotted infraction, meaning that a young person may be late or have a behavioral issue once without repercussions and still be allowed to remain with their Team.
 - h. Pre-Team: Pre-Team is designed for participants who fail to meet the expectations of the Basic Stage. In Pre-Team participants go through a facilitated process of self-reflection to understand the reason(s) for the demotion identify and make all necessary amends of the behavior and make a plan to avoid further demotions. This Pre-Team group will engage in another restorative circle in the morning to discuss the issues and behaviors that caused them to lose their slot on the Team. They will identify and make all necessary amends of behavior by working out a plan for how these issues will not happen again. After completion of this circle, the Pre-Team will do short-term minor neighborhood cleanup as their service project (as opposed to the more engaging projects designed by and for participants in other stages). Good behavior and attendance in the Pre-Team will earn the youth a place on the Basic Team, thus giving every young person the opportunity to make mistakes, learn from them, and continue working. Participants work half a day on a Pre-Team and must follow all rules and regulations to start over at the Basic Stage. The Pre-Team will be facilitated by the Program Manager and an ECHOES PO.
- ii. Intermediate Stage: Once a participant completes the Basic Stage, they will be promoted to the Intermediate Stage.
- a. The Contractor(s) would provide the Intermediate Stage of the program on Saturdays and afterschool once per week. Participants would continue working with in the Intermediate Saturday Work team every week, as well

⁸ These skills may be related to those tracked on the scorecard, such as punctuality and attendance, especially for younger participants.

as attend one afterschool weekday workshop/group session⁹. Participants must work for six weeks in a row on Saturday, and attend the weekly afterschool session, for a total of 12 sessions to complete the stage. Saturday Work Teams would run from 10 A.M. to 4 P.M., including 45 minutes for lunch. Participants in the stage are allowed two infractions before returning to repeat the Basic Stage.

- b. The Contractor(s) would be responsible for providing the weekly group workshop session covering general work-readiness topics, such as workplace skills, resume building, response to supervision, etc. The Contractor(s) would provide 30 to 45 minutes of instruction time for each workshop session, as well as time for participants to practice what they learned. The contractor(s) would design the weekly group workshop sessions with participant input. The contractor(s) would assess participants on a scorecard, in the same manner as the Basic Stage.
 - c. The contractor(s) would assist participants with choosing a skill track. Skill tracks could include clerical, building maintenance, hospitality, etc. This skill track would be the basis for internship/externship duties in the Advanced Stage (as outlined below).
- iii. Advanced Stage (Weekdays only, afterschool): Upon completing the Intermediate Stage, participants would be promoted to the Advanced Stage. The Advanced Stage is the highest level of training.
- a. The contractor(s) would develop internship/externship opportunities to provide participants with up to 20 weeks of subsidized employment experiences¹⁰. Participants would work three days a week after school (nine hours per week) at a project or internship developed within the Contractor's organization, fitting with the skill track selected in the previous stage. This Contractor(s) developed project/internship would be tailored to individual's interest and level of work readiness, providing participants with additional work experience and reinforcing skills developed throughout the other stages of the program, such as punctuality, attendance, workplace skills, etc. It is anticipated that this project/internship would last for approximately 10 weeks, however could be extended for participants needing additional support. After completion of the Contractor developed project/internship, participants would be matched with an internship outside of the Contractor's organization for the remaining weeks of program participation within the selected skill track. Participants who receive three infractions will return to and repeat the Intermediate Stage.
 - b. The contractor(s) would run a "Career Club" for participants in the Advanced Stage to attend once per week. Career Club meetings will cover work-related topics such as career planning, goal setting, resume building, interviewing, and conflict resolution. The Contractor(s) would also be

⁹ It is anticipated that this will occur on either a Tuesday or Wednesday, depending on the reporting day for the assigned ECHOES PO.

¹⁰ The contractor would be responsible for ensuring that internship/externship opportunities align with related labor laws for internships provided without wages.

responsible for managing the internship and externship programs, interacting with employers, and managing payment of stipends to participants.

- e. The contractor(s) would maintain programming for all stages (including Pre-Team) during the summer school break. Summer programming would remain the same, except participants would be engaged with their Project Sites four days a week, from 9 A.M. to 4 P.M., rather than just on Saturdays. Participants would continue to earn stipends during the summer reflective of working four days per week.
- f. The Contractor(s) would provide stipends to each participant for program participation for Saturday participation in the Basic/Intermediate Stages, as well as for internship participation in the Advanced Stage. Stipend amounts would be aligned to the stage of participation, increasing or decreasing incrementally¹¹. The Contractor(s) would be responsible for stipend distribution method and maintaining records ensuring stipends are distributed appropriately. Stipends would be part of the Contractor's budget.
- g. The contractor(s) must ensure safe passage for ECHOES participants to the program afterschool and during the summer months/school breaks and back home at the end of the day. If public transportation is easily accessible, participants must be provided with Metro Cards to travel to and from the program. If public transportation is not easily accessible, applicants would develop a transportation plan to overcome any geographic/transportation disparities with the proposed site as well as for any off-site group-based activities¹².
- h. The contractor(s) would run the program consistent with a "No reject, No eject" policy¹³. There are no exclusion criteria for the Be Ready component of the program; no matter what behaviors a youth exhibits they will not be removed from life readiness programming, as there is always a way for the young person to work his/her way back in.
- i. The contractor(s) would be responsible for training their staff in the following evidence-based practices and would provide a detailed training plan:
 - i. Positive Youth Development
 - ii. Motivational Interviewing
 - iii. Stages of Change
 - iv. Restorative Practices

¹¹ It is anticipated that the daily stipend for the Basic Stage would be \$54 and \$66 for the Intermediate Stage. Advanced stage participants would receive a weekly stipend of \$159 for their internship during the school year and \$420/week for participation during the summer. Stipends can be pro-rated for lateness.

¹² Any alternate transportation plans would be subject to final approval by DOP. The contractor would submit proof of applicable insurance policies and other documentation as requested.

¹³ DOP will provide protocol in the event that a participant poses a threat to public safety or causes serious physical injury. Contractor may not reject any participant from the program without conferencing the case with DOP.

2. Proposal Instructions:

- a. Complete Section B of Attachment D: Structured Proposal Form, Questions 3-5

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to provide the services outlined above based on the criteria in this section. It is worth a maximum of **25 points** in the Proposal Evaluation.

C. Staffing

1. Program Expectations:

- a. The contractor(s) would ensure that appropriate staffing levels are maintained in line with 1:10 staff to participant ratios (maximum team size would be 10 participants), that staff are appropriately qualified, and that staffing is sufficient to help participants achieve program milestones and outcomes.
- b. The contractor(s) would hire a full-time program Manager with at least 3 years of relevant experience, with at least 1 year of supervisory experience. The Program Manager would be knowledgeable in successful evidence-based practices and would have experience administering similar programming for youth, as well as experience facilitating small group activities. The Program Manager would be responsible for the overall management of the ECHOES Be Ready Program. The Program Manager would be responsible for the following:
 - i. Ensure supervision/monitor work of the Team Leaders and Career Coach;
 - ii. Locate and secure project sites for the Saturday, Weekday Afternoon, and Summer sessions;
 - iii. Oversee payment of stipends to participants;
 - iv. Ensure coordination of program with DOP Probation Officers;
 - v. Oversee the implementation of the Basic, Intermediate, Advanced, Summer and Pre-Team stages of the program;
 - vi. Facilitate the Summer Pre-Team in collaboration with an ECHOES Probation Officer.
- c. The contractor(s) would hire Team Leaders, each of whom will be responsible for running one team on Saturday, one Intermediate afterschool workshop during the school year, and the four day a week summer program. Team Leaders would have experience serving high-risk youth and demonstrate the ability to facilitate group activities.
- d. The contractor(s) would include a plan for recruiting, hiring, and training appropriate staff¹⁴.
- e. The contractor(s) must undertake background checks of all staff assigned to the ECHOES Program, including volunteers and staff of sub-contractors. Such checks will include verification of prior employment and references through direct contact by the contractor with former employers, and should be tailored appropriately to employees' responsibilities. The contractor(s) will be required to provide rosters of all staff in the ECHOES program to DOP upon request. The

¹⁴ Final staffing plan to be subject to DOP approval upon contract award.

contractor(s) will be asked to verify the actual existence of claimed staff through an inspection by senior agency staff. Upon receipt of award, the contractor shall comply with all federal, State, and City requirements with respect to investigation for criminal conviction history of program staff members (proposed or currently employed), including volunteers, as well as in keeping with Article 23 and Executive Order 151 compliance as outlined in the General Information and Regulatory Requirements (Attachment A). These regulations may include the requirement that all program staff (paid and volunteer) in programs serving youth under the age of 21 be fingerprinted. Contractor(s) shall comply with applicable State and federal regulations, including 42 U.S.C §5119. If applicable, youth staff (paid and volunteer) who are under the age of 17 and who are still attending school are not required to be fingerprinted.

- f. The contractor(s) would ensure that all program staff is familiar with the targeted communities where participants are anticipated to reside, as well as, culturally competent with an appreciation for and sensitivity to diverse languages, traditions, and family structures. Additionally, the contractor(s) would ensure that the program environment is friendly and supportive, and all youth served are treated with dignity and respect¹⁵. The contractor(s) would integrate this knowledge into service delivery.
- g. The contractor(s) would ensure that all staff provide services with the goal of developing participant's positive attitudes towards self, family and community.

2. Proposal Instructions

- a. Complete Section C of Attachment D: Structured Proposal Form, Questions 6-7.
- b. Attach resumes for key staff already identified or job descriptions showing the required qualifications for other key staff positions.

3. Evaluation:

- a. This section will be evaluated based on the quality of the staffing plan based on the criteria in this section. It is worth a maximum of **25** points in the Proposal Evaluation.

D. Partnerships, Collaborations and Linkages

1. Program Expectations:

- a. The contractor(s) would establish and maintain effective on-going relationships with DOP staff, program participants, their families and communities. The Contractor(s) would work in close collaboration with DOP ECHOES Probation Officers during the course of the program.
- b. The contractor(s) would establish effective linkages and/or subcontracts with local neighborhood-based organizations that will contribute to the creation of a program responsive to youth and families within their local communities.
- c. The contractor(s) would leverage additional resources, for example by developing effective partnerships, collaborations, and linkages, with appropriate

¹⁵ This includes clients and their families who are lesbian, gay, bisexual, transgender, or questioning (LGBTQ).

community-based organizations, government agencies, education providers, and other service providers.

2. Proposal Instructions

- a. Complete Section D of Attachment D: Structured Proposal Form, Questions 8-9.
- b. Attach completed linkage agreement(s) (Attachment E)
 - i. Proposer must attach at least one linkage agreement for a service provider located in the proposed borough.
 - ii. Proposers should attach a linkage agreement for any other proposed linkages that are described in the narrative. Please note only linkages with corresponding agreements will be considered.

3. Evaluation:

- b. This section will be evaluated based on the quality of the proposed approach to provide services outlined above based on the criteria in this section. It is worth a maximum of 5 points in the Proposal Evaluation.

E. Facilities

1. Program Expectations

Manhattan Competition:

- a. The contractor(s) would be responsible for maintaining three types of sites within their service area:
 - i. Program Site: This site would be used for administrative and any participant functions, as needed. DOP will provide desk space for contractor staff at the Harlem NeON location (127 West 127th Street, New York, NY 10027), which would serve as the Program site location. At least one contractor staff member must be assigned to this location.
 - ii. Meet-up Sites: These sites would be used for team meetings and activities prior to dispersing to individual Project Sites.
 - iii. Project Sites: These would be developed by the Contractor, with participant input, to accommodate service learning projects.
- b. The contractor(s) would be responsible for identifying the Meet Up and Project sites.
- c. The contractor(s) would ensure that all sites are in safe, neutral locations, accessible by public transportation and appropriate in size and design to accommodate their individual functions.
- d. The Contractor(s) would ensure that the building and all facilities and equipment therein meet the local fire, health, and safety standards and comply with the American Disabilities Act (ADA) standards. If facilities do not meet ADA standards, the contractor(s) must provide alternative measures, subject to DOP approval, such as access to other suitable space, to make activities accessible to persons with disabilities.

Brooklyn/Queens Competition:

- e. The contractor(s) would be responsible for maintaining three types of sites within their service area:

- i. Program Site: This site would be used for administrative and any participant functions, as needed. The contractor(s) would be responsible for securing a program site location in Brooklyn or Queens with desk space made available for up to three DOP staff members.
 - ii. Meet-up Sites: These sites would be used for team meetings and activities prior to dispersing to individual Project Sites.
 - iii. Project Sites: These sites would be identified by the contractor, with participant input, located throughout New York City, where participants would complete service learning projects.
- f. The contractor(s) would be responsible for identifying the Meet Up and Project sites.
 - g. The contractor(s) would ensure that all sites are in safe, neutral locations, accessible by public transportation and appropriate in size and design to accommodate their individual functions.
 - h. The Contractor(s) would ensure that the building and all facilities and equipment therein meet the local fire, health, and safety standards and comply with the American Disabilities Act (ADA) standards. If facilities do not meet ADA standards, the contractor must provide alternative measures, subject to DOP approval, such as access to other suitable space, to make activities accessible to persons with disabilities.

2. Proposal Instructions

- a. Completed Section E of Attachment D: Structured Proposal Form, Questions 10-11.

3. Evaluation

- a. This section will be evaluated on the site considerations outlined above based on the criteria in this section. It is worth a maximum of 5 points in the Proposal Evaluation.

F. Monitoring and Reporting

1. Program Expectations:

- a. The contractor(s) would work closely with DOP to measure and report regularly on program outcomes. The contractor(s) would be required to track/capture participant enrollment and attendance, and report on participant outcomes through the use of DOP's on-line data collection system and other reporting as requested.
- b. The contractor(s) would submit weekly, monthly and quarterly reports to DOP, including information on enrollment, contact hours with contractor's staff, the nature of the contacts, educational engagement (DOP will monitor actual school attendance), general progress in the development of youth development competencies correlated to delinquency behavior (such as conflict management and peer group development), community service/service learning, hours and pay for those who are working, and aggregate outcomes.
- c. The contractor(s) would ensure weekly reporting and ongoing communication with the participant's PO.

- f. The contractor(s) would utilize outcome achievement data to assess and analyze program quality and would apply measures to continually improve program effectiveness.
- g. Contractor(s) will be required to report regularly on program performance metrics and expenses. Programs will also need to provide researchers from DOP or its external evaluators with access to program staff and participants, provide information on program activities and participant level data. DOP or its external evaluators will periodically visit the provider to observe program activities and obtain detailed data on participant activities within the program. Other monitoring and evaluation activities may include surveys, focus groups, administrative record reviews, as well as regular telephone/email contact to document the program's status and follow-up with participants after program completion. DOP or its external evaluators may also conduct staff and enrollee interviews, as well as obtain and analyze baseline and program data for research, compliance and program monitoring purposes.

2. Proposal Instructions

- a. Complete Section F of Attachment D: Structured Proposal Form, Questions 12-15.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed approach to Administrative Responsibilities/Monitoring/Reporting based on the criteria in this section. It is worth a maximum of **10** points in the Proposal Evaluation.

G. Budget Management

1. Program Expectations:

- a. The proposed budget represents the annual costs to provide services for the proposed program¹⁶.
- b. The contractor's costs would enable the effective delivery of services described in this RFP. Competitive pricing is encouraged.
- c. The payment structure of the contract awarded from this RFP will be based on line-item budget reimbursement.

2. Proposal Instructions:

- a. Complete and attach the Proposal Budget Summary (Attachment C). Proposers should review DOP's Fiscal Manual for guidance on completing the proposed budget. The Fiscal Manual can be accessed on the DOP website: <https://www1.nyc.gov/assets/probation/pdf/procurement/dop-hhs-accelerator-fiscal-manual-for-line-item-and-performance-based-contracts.pdf>
- b. Complete Section G of Attachment D: Structured Proposal Form, Question 16.

¹⁶ Proposers should adequately account for current City COLA increases and phased-in NYS minimum wage increase in their price proposal. No additional funds will be given for this purpose.

3. Evaluation:

- a. This section will be evaluated based on the quality of the proposed budget and extent to which the Proposer demonstrates compliance with 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 – Structured Proposal Form
- Attachment E – Linkage Agreement Form

Section 4 – Basis for Contract Award and Procedures

A. Proposal Evaluation

All proposals received by DOP will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFP. Proposals which DOP determines to be nonresponsive will be rejected. The DOP Evaluation Committee(s) will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFP. DOP reserves the right to conduct site visits, to conduct interviews, or to request that proposers make presentations, as deemed applicable and appropriate. Although DOP may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best 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 other such factors or criteria which are set forth in this RFP. Proposals will be ranked in descending order of their overall average technical scores and DOP will establish a shortlist through a natural break in scores for technically viable proposals. Awards will be made to the highest rated vendors whose proposals are technically viable and whose prices do not exceed the conditions set forth in the RFP. However:

- DOP reserves the right to make awards to ensure 1) appropriate distribution of necessary programs and services within and across geographic areas, as well as to ensure access to programming, including targeted geography, as applicable and 2) program diversity (that is, programs that vary by factors such as programmatic

methodologies, target sub-groups, types of partnerships and collaborations to provide support and follow-up services)

- DOP reserves the right to award less than the full amount of funding requested and modify the allocation of funds among competitions in the best interests of the City.
- DOP reserves the right, prior to contract award, to determine the length of the initial contract term and each option to renew, if any.
- In the event that a proposer is eligible for more than one contract award from this RFP, DOP reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, respectively, how many and for which competition the proposer will be awarded contracts and at what level of services and dollar value.
- DOP reserves the right, prior to contract registration and during the term of the contract, to change the program service size, program type, and/or model of its population depending on the needs of the system.

Contract Award shall be subject to:

- Demonstration that the proposer has, or will have by the conclusion of negotiations, site control of an appropriate program facility.
- Demonstration that proposer is tax-exempt and incorporated as a Not-for-Profit in New York State. Compliance will be shown by submission of the exemption certificate demonstrating that the proposer is classified as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code, and a copy of the Certificate of Incorporation issued by the State Department of State.
- Timely completion of contract negotiations between DOP and the selected proposer.