



Request for Proposals

Next STEPS (Striving Toward Engagement and Peaceful Solutions): A Transformative Mentoring Intervention Request for Proposals (RFP)

EPIN: 78120I0003

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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	December 27, 2019	
Proposal Due Date/Time	Date: February 7, 2020	
Pre-Proposal Conference	Date: January 15, 2020	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	July 1, 2020 to June 30, 2023 With an option to renew for up to three additional years from July 1, 2023 to June 30, 2026	
Authorized Agency Contact Person	Eileen Parfrey-Smith Agency Chief Contracting Officer acco@probation.nyc.gov	
Anticipated Funding and Payment Structure	<ul style="list-style-type: none"> • Total maximum available funding: \$6,750,000.00 • Anticipated annual contract value: \$150,000.00 • Anticipated number of contracts: 15 • It is anticipated that the payment structure of the contracts awarded will be a combination of line-item reimbursement and performance-based milestones. 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. 	
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 "Next STEPS 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 Accelerator system. • DOP cannot guarantee a timely response to written questions regarding this 	

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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"> 1. Brooklyn (Boulevard Houses) 2. Brooklyn (Brownsville Houses) 3. Brooklyn (Bushwick Houses) 4. Brooklyn (Ingersoll Houses) 5. Brooklyn (Red Hook East/West) 6. Brooklyn (Tompkins Houses) 7. Brooklyn (Van Dyke I & II) 8. Bronx (Butler Houses) 9. Bronx (Caste Hill Houses) 10. Bronx (Patterson Houses) 11. Manhattan (Polo Grounds Towers) 12. Manhattan (Wagner Houses) 13. Manhattan (St. Nicholas Houses) 14. Queens (Queensbridge North/South) 15. Staten Island (Stapleton Houses)
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	<ul style="list-style-type: none"> • Enter the TOTAL ANNUAL funding request.

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Request		
Site Information	<ul style="list-style-type: none"> • Enter the address(es) where services will be delivered. 	
Proposal Documents		
Required Documents Note: A separate and complete proposal, including all required documents, must be submitted if proposing for more than one (1) competition.	Document Type	Description
	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. 	

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Section 1 – Program Background

The New York City Department of Probation (DOP) is a leader in community corrections, working within the criminal and juvenile justice systems and in the community to create a safer New York City. Using Evidence-Based practices, and a balance of enforcement, structure, treatment and support, DOP holds people on probation accountable and gives them opportunities to forge new pathways so that they can move out of and stay out of the justice system. DOP works with them to get the education and skills they need to be successful in the job market; to repair and restore important relationships in their lives, including their relationships to their neighborhoods and larger community; and to make decisions that keep them out of harm's way and from harming others.

DOP not only works to expand opportunities for those on probation, but also those at-risk of involvement in violence and involvement in the criminal justice system, as part of a broader community approach. DOP administers several programs that incorporate or target non-probation involved individuals, including the Next STEPS Program.

DOP initiated the Next STEPS program in December 2014, which was based on DOP's existing Arches program¹, applying the transformative mentoring model to services provided to a non-probation involved population. Next STEPS targets high risk youth (not necessarily on probation) who live in and around targeted New York City Housing Authority (NYCHA) housing developments, as part of a broader Mayoral neighborhood safety initiative².

Next STEPS was built on the preliminary success of the Arches model, which showed lower short-term recidivism and decreased violations among adolescents and young adults aged 16 to 24. An evaluation of the Arches program was completed in 2018 by the Urban Institute³. The results of the evaluation indicate that participants in the Arches program were significantly less likely to be re-convicted of a crime. The evaluation also indicates that this program model helps participants achieve improvement in self-perception and relationships with others. Since the completion of the Arches evaluation, DOP has continued to invest in transformative mentoring programming, launching the ICM Plus program in 2019 for juvenile probation clients.

Through this RFP, DOP is seeking appropriately qualified community-based providers to continue provision of Next STEPS transformative mentoring services.

Next STEPS: The Model

¹ <https://www1.nyc.gov/site/probation/services/arches.page>

² For more information on the city-wide initiative, please visit NYC.gov: <http://www1.nyc.gov/office-of-the-mayor/news/336-14/fact-sheet-making-new-york-city-s-neighborhoods-housing-developments-safer#/0>

³ https://www.urban.org/sites/default/files/publication/96601/arches_transformative_mentoring_program.pdf

Next STEPS uses curriculum-based group mentoring to help at-risk young adults transform the attitudes and behaviors that have led to violence and/or criminal activity. The target population served by this intervention includes high-risk young adults⁴ between the ages of 16 and 24 who are: actively engaged and/or involved in serious violent activity (including domestic violence) and/or gang-affiliated, who reside in or near targeted NYCHA housing developments throughout New York City. Other targeted populations and eligibility criteria may be determined by DOP.

Similar to Arches, Next STEPS is based on mentoring programs developed by the Mentoring Center in Oakland, California. It is grounded in positive youth development⁵ and uses an evidence-based curriculum employing cognitive behavioral principles.

The core components of the Next STEPS model includes (1) a group process that encourages participants to become an important support system for each other; (2) a curriculum based on cognitive behavioral principles delivered by culturally appropriate mentors, “credible messengers”; (3) mentors who are available for intensive support, advice, and guidance; (4) incorporation of positive youth development values, principles and practices; (5) case management; and (6) participant stipends. The focus is on the achievement of pro-social developmental outcomes – such as the ability to seek help in a crisis, get along with others, show up on time, and handle a job interview – that can prepare a person for education, employment, and civic participation.

In each mentoring group, a team of three paid mentors will deliver a cognitive behavioral curriculum to a group of 16 young adults twice a week, in the evening, and/or on weekends. The anticipated program length for each participant is 9 months⁶. Participants would be admitted to the program on an on-going/rolling basis. The intervention will utilize “Interactive Journaling,” an evidence-based curriculum developed by The Change Companies⁷ that uses a journaling process to assess a client’s readiness to change, and provides strategies that lead an individual successfully through the process of change, action, and maintenance of prosocial behavior.

In addition to twice weekly group sessions, mentors would be available to meet one-on-one with the young adults during the week, most likely before and after the group sessions. Mentors would also be available by phone for support, advice and guidance.

The intervention is designed with the assumption that some participants may continue to display negative attitudes and behaviors during the program period. There should be no

⁴ Though high-risk, prior court involvement is not a necessary requirement for program eligibility.

⁵ Positive youth development is a comprehensive developmentally-appropriate framework that emphasizes the importance of building on the positive attributes that young people have to promote their success.

⁶ The 9 month length of stay is not expected nor required to be continuous for each participant, rather it would be counted as each participant’s cumulative participation.

⁷ Proctor, S., Hoffman, N., Allison, S. (Feb 2011). The effectiveness of interactive journaling in reducing recidivism among substance-dependent jail inmates. *International Journal of Offender Therapy and Comparative Criminology*, 1-16.

expulsion or rejection of participants who might continue to engage in negative behavior during the intervention period⁸. A balance of clear expectations and support would be the strategic, non-judgmental approach to working with the most reluctant participants.

It is expected that a hot, nutritious meal would be served at each group session. In addition, participating young adults would receive a cash or cash-like stipend at predetermined intervals, as prescribed by DOP, during their 9-months of participation in the group process.⁹

DOP expects to include the Next STEPS providers awarded through this RFP to the existing learning network for organizations delivering the Arches intervention in order for organizations to learn from one another and strengthen the capacity to deliver an effective and meaningful intervention.

Section 2 – Program Expectations and Proposal Instructions

A. Organizational Experience and Capability

1. Program Expectations:

- a. The contractor would have the organizational capability to begin services by the contract start date to ensure the continuation of on-going and uninterrupted services at the conclusion of the existing Next STEPS program contracts.
- b. The contractor 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 young adults involved in the criminal justice system.
- c. The contractor would have experience, either directly or through a subcontractor, delivering services in the targeted community for the competition proposed.
- d. The contractor would have a demonstrated understanding of the communities where the target NYCHA developments are located for the competition proposed.
- e. The contractor would have a demonstrated history of working in or with other service providers in the targeted community for the competition(s) proposed.
- f. The contractor would have successful relevant experience providing violence prevention programming either directly or through the experience of a subcontractor.
- g. The contractor would have successful relevant experience operating a program that involved a group process for young adults.
- h. The contractor would have successful relevant experience providing cognitive-behavioral therapeutic interventions/programs.
- i. The contractor would have experience facilitating training for staff members.
- j. The contractor would have experience tracking participant data and outcomes, as well as the organizational capacity to make program improvements upon review of programmatic data.

2. Proposal Instructions:

⁸ The only anticipated exception would be in cases that pose serious safety concerns.

⁹ Approximately \$1,200 annually per participant has been budgeted for participant stipends.

- a. Complete Section A of Attachment D: Structured Proposal Form, Question 1-2.
- 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 6 months prior to the proposal due date.

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 **25** points in the proposal evaluation.

B. Group Process and Mentoring

1. Program Expectations:

- a. The contractor would be responsible for recruiting participants who meet the eligibility criteria¹⁰ of high-risk young adults between the ages of 16 and 24 who are: actively engaged and/or involved in serious violent activity (including domestic violence) and/or gang-affiliated, who reside in or near targeted NYCHA housing developments throughout New York City. Other targeted populations and eligibility criteria may be determined by DOP.
- b. The contractor would provide an orientation to each participant before beginning mentoring group sessions to explain program expectations.
- c. The contractor would run a mentoring group, during which a team of three paid mentors delivers the cognitive behavioral curriculum (“Interactive Journaling”)¹¹ to a group of up to 16 young adults twice a week for nine months; each participant can attend up to 72 sessions. Each group session would last a minimum of one and a half hours, including time for food and the session. Groups would be open and on-going with rolling admissions.
- d. The contractor would ensure that, in addition to the twice weekly group sessions, all mentors would be available to meet with participants during the week, most likely before and after the group sessions. Mentors would also be available by phone for support, advice and guidance.
- e. The contractor would provide a nutritious hot meal and single or round-trip Metro Cards¹² to participants at each group session.

¹⁰ It is anticipated that direct recruitment of eligible participants will be the contractor’s responsibility. DOP may provide referrals of participants identified in collaboration with the New York City Police Department and NYCHA. The contractor would ensure that space in the program would be available for those participants. Furthermore, in the event that a participant recruited or referred to this program is a DOP client, DOP reserves the right to determine whether admission into the program is appropriate, with input from the client’s Probation Officer.

¹¹ Interactive Journaling is a cognitive behavioral curriculum developed by the Change Companies. Interactive Journaling uses journaling to assess participant’s readiness to change and provides strategies that lead an individual successfully through the process of change, action, and maintenance of prosocial behavior. The curriculum is age-appropriate, suitable for use by young adult populations, and requires a third-grade reading level. The curriculum and journaling materials would be provided to the contractor by DOP.

¹² Metro cards would only be provided to participants in need of public transportation to reach the group meeting site. Reimbursement of metro cards is based on cost of cards actually distributed to participants, as evidenced by individual participant signatures.

- f. The contractor would incorporate intrinsic and extrinsic incentives into the program model, including non-financial incentives.
- g. The contractor would be responsible for performing outreach and attempt to re-engage participants who fail to show up for multiple group sessions.
- h. The contractor would provide case management for enrolled participants, following best practices such as dedicating a primary person to each participant. Contractors would develop a dynamic system of support to meet participants' needs, on an on-going basis, including assessment, goal setting, basic case management services, and follow-up services. The contractor would offer opportunities to meet with the case manager on-site to discuss progress, obstacles to compliance, and on-going issues. In addition, the contractor would also follow up with referrals to ensure that participants' social service or health needs are being addressed through partnering service providers, including making referrals as necessary for Domestic Violence/Intimate Partner Violence services. It is expected that each participant would receive an initial assessment for case management and at minimum, one monthly check-in to ascertain that the on-going level of case management provided is appropriate.
- i. Cash or cash-like stipends totaling \$1,200 would be available for each participant, based on a pre-determined schedule to be provided by DOP upon contract award. It is anticipated that the stipend schedule will include a payment tied to participants' full completion of the post-test assessment. Contractors will be responsible for disbursing stipend payments. Stipends will be part of the Contractor's budget. Reimbursement of stipends paid to participants will be contingent on submission of acceptable documentation of actual payment and receipt of stipends to each individual participant¹³. DOP will not reimburse contractors if the relevant stipend payment is distributed to a participant who has not fully completed this assessment.
- j. The contractor would run the program outside of normal 9:00 A.M. to 5:00 P.M. business hours to accommodate participants who are working or are in school, groups would be conducted in the evenings and/ or on weekends.
- k. The contractor would be responsible for the creation of a safe space and establishment of behavioral norms that would keep all participants feeling safe and respected when they are in the program.
- l. The contractor would administer the pre- and post-assessments according to DOP protocol to measure participant progress.
- m. The contractor would ensure that there is no expulsion or rejection of participants who might continue to engage in negative behavior during the intervention period¹⁴. A balance of clear expectations and support would be the strategic, non-judgmental approach to working with the most reluctant participants.

2. Proposal Instructions:

- a. Complete Section B of Attachment D: Structured Proposal Form, Questions 3-6.

¹³ Please refer to the DOP Fiscal Manual for instructions on what acceptable documentation entails: <https://www1.nyc.gov/assets/probation/pdf/procurement/dop-hhs-accelerator-fiscal-manual-for-line-item-and-performance-based-contracts.pdf>

¹⁴ The only anticipated exception would be in cases that pose serious safety concerns. On-going issues would be conferenced with DOP.

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 would ensure that appropriate staffing levels are maintained, that staff are appropriately qualified and that staffing is sufficient to help participants achieve program milestones and outcomes.
- b. The contractor would include a plan for recruiting, hiring, and training staff.
- c. The contractor would ensure that all program staff is culturally competent, familiar with the targeted communities where participants are anticipated to reside, and have an appreciation for and sensitivity to diverse languages, traditions, and family structures. Additionally, the contractor would ensure that the program environment is friendly and supportive, and all youth served are treated with dignity and respect¹⁵. The contractor would integrate this knowledge into service delivery.
- d. The contractor would be responsible for recruiting, hiring and supervising three paid mentors per group, at a minimum rate of \$20/hour. The contractor would maintain a 1 to 5 mentor to participant ratio. Mentors could be full or part-time employees or independent contractors¹⁶. Mentors would be “credible messengers” who are well respected, invested in, and trusted in the communities where participants reside. Mentors must be culturally competent with a strong understanding of the target population, as well as the targeted neighborhood/NYCHA development and must be familiar with the unique challenges faced by young adults who live there. Mentors would include a mix of people who themselves have been violence-involved, gang-affiliated and/or justice-involved, those who work in the private and nonprofit sectors, and respected community residents. Outreach to qualified neighborhood/NYCHA residents would be part of the recruitment plan for hiring mentors.
- e. The contractor would ensure that at least one mentor in each group has experience with group facilitation to serve as Lead Mentor. Mentors would be trained in the use of cognitive behavioral therapies, motivational interviewing, and/or positive youth development prior to starting mentoring group sessions. The contractor would provide on-going training to mentors¹⁷.
- f. The contractor would employ a full-time project coordinator who would be responsible for administration of the program, supervision of mentors, and case management¹⁸ for

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

¹⁶ While some mentors might be employed on the contractor’s staff and serve as mentors as part of their employment opportunities, DOP expects that a significant percentage of mentors will be hired from outside the organization on a contractual part-time basis.

¹⁷ It is anticipated that DOP would provide an initial training and contractors would be responsible for providing on-going training to new and existing staff thereafter.

¹⁸ Case management could also be provided by an additional staff member, depending on the proposer’s individual program design.

mentoring program participants. The project coordinator would have a Master's Degree in Social Work (MSW) or similar relevant graduate degree or would have at least five years of similar relevant on-the-job experience. The contractor would ensure that the Program Coordinator's salary is no less than \$43,500.00 annually.

2. Proposal Instructions

- a. Complete Section C of Attachment D: Structured Proposal Form, Questions 7-8.
- b. Attach resume(s) for key staff already identified or job descriptions showing the required qualifications for other key staff positions.

3. Evaluation:

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 **20** points in the Proposal Evaluation.

D. Partnerships, Collaborations and Linkages

1. Program Expectations:

- a. The contractor would establish and maintain effective on-going relationships with DOP staff, program participants, their families and communities.
- b. The contractor would establish effective linkages and/or subcontracts with local neighborhood-based organizations in each neighborhood that will be served within the competition proposed that will contribute to the creation of a program responsive to youth and families within their local communities.
- c. The contractor would leverage additional resources, for example by developing effective partnerships, collaborations, and linkages, with appropriate community-based organizations, government agencies¹⁹, education providers, and other service providers to ensure that participants have access to comprehensive services to meet needs identified through case management activities.
- d. The contractor would participate in on-going Learning Community meetings, which include organizations delivering the Arches intervention, in order for program providers to learn from one another and strengthen the capacity to deliver an effective and meaningful intervention.

2. Proposal Instructions:

- a. Complete Section D of Attachment D: Structured Proposal Form, Questions 9-10.
- b. Attach completed linkage agreement(s) (Attachment E)
 - i. Proposer must attach at least one linkage agreement for a service provider located in each community targeted within the competition proposed.
 - 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, except as specifically noted.

¹⁹ For purposes of this RFP, a Linkage Agreement Form (Attachment B) is not needed to demonstrate a source of referrals between a City Agency and the proposing organization. A Linkage Agreement may be used to demonstrate a programmatic service to be delivered within another City Agency, however, the City reserves the right to approve or disapprove any request based on business integrity and past history.

3. Evaluation:

- a. 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

- a. The contractor would identify an appropriate site location for each group that will be run. Delivery of services must occur within the neighborhood where the relevant NYCHA housing development(s) are located. Groups would be held in a safe, neutral space that is conveniently located and in close proximity to the targeted NYCHA housing development(s). The site location(s) should be within safe, walkable distance of the relevant NYCHA housing development(s). It is anticipated that a reasonable walkable distance would be no more than 20 blocks or 1 mile away. A site location that exceeds this recommended distance must be readily accessible by public transportation and meet all other stated requirements. Furthermore, an appropriate site location would be relevant to the community or communities where the targeted NYCHA housing developments are located for the subject competition and should be selected with consideration for any relevant safety concerns. It is anticipated that some groups could be held on-site at the NYCHA housing development, depending on individual program design and subject to the availability of space as well as any relevant safety concerns²⁰.
- b. The contractor would ensure that the site is accessible by public transportation, and would be appropriate for group sessions and meetings with mentors.
- c. The Contractor 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. Complete Section E of Attachment D: Structured Proposal Form, Questions 11-13.

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 **10** points in the Proposal Evaluation.

F. Monitoring and Reporting

1. Program Expectations:

- a. The contractor would work closely with DOP to measure and report regularly on program outcomes.

²⁰ It would be the responsibility of the individual proposer to explore the feasibility of holding a group on-site at the NYCHA housing development and securing such space if applicable.

- b. The contractor would submit monthly and quarterly reports to DOP, including specific information about participant enrollment and attendance, mentor contact hours, participant progress, and stipend distribution.
- c. The contractor 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. The contractor would ensure timely, accurate and reliable data.
- d. Outcomes/tracking for this program focus on the key components of the program that must be implemented successfully in order to effect meaningful change in participants -- namely, an effective group process predicated on sufficient and sustained program enrollment, regularly scheduled and held group mentoring sessions, ongoing contact with participants in group mentoring sessions, one-on-one mentoring sessions, and outreach for re-engagement when participants are not attending group sessions, and maintenance of an appropriate mentor to participant ratio. Successful program outcomes as well as changes in participants' attitudes, knowledge, and skills related to positive behavior change (e.g., participants' internal motivation for change, knowing how to identify negative people/places/things that influence their behavior, being able to substitute problem behaviors with healthy alternatives) and participants' self-reported access to supportive adult role models/mentors will also be tracked.
- e. It is expected that the contractor would achieve the following outcomes²¹. For participants with prior criminal history, the following are also expected to decrease further criminal justice system involvement:
 - i. At least 80% of the targeted enrollment
 - ii. 100% of each site's enrolled participants would receive a minimum of 8 contacts²² per month
 - iii. Enrolled participants who take the required pre and post self-evaluations will show appreciable change in their overall attitudes, knowledge, skills related to positive behavior change and access to supportive adult role models/mentors
 - iv. At least 60% of those participants who demonstrated appreciable change in attitudes/knowledge/skills/access to support will have a successful program exit²³
- f. The contractor would utilize data from outcome achievements to assess and improve program performance throughout the contract term.
- g. Contractors would 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 evaluator will periodically visit the provider to observe program activities and obtain detailed data on

²¹ DOP reserves the right to modify outcomes during the contract term.

²² Contacts include: Attendance at group sessions, one-on-one mentoring sessions, and case management.

²³ Successful program exit is defined as: Participants attending at least 36 group mentoring sessions, OR participant completion of at least 2 of the Interactive Journals, OR participant experiences a documented positive exit such as: exiting for education, employment, military or other intervention/services such as substance abuse or mental health treatment.

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 14-15.

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 5 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 program²⁴.
- 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 a combination of line-item budget reimbursement and specific performance-based outcome measures. It is anticipated that the performance-based component will not exceed \$15,000.00 annually. It is anticipated that the performance-based milestones would be comprised of:
 - i. Enrollment/Contact Hours (\$1,000.00/month)
 - Monthly milestone payment for at least 80% enrollment of contracted number of eligible participants; and
 - Monthly milestone payment for meeting threshold of required number of monthly contacts (including attendance at group sessions, one-on-one mentoring and case management)
 - ii. Timeliness of reporting (\$250.00/month)
 - Monthly milestone payment for on-time submission of complete/accurate monthly report, including submission of monthly stipend report.

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:

²⁴ The cost of the Interactive Journaling curriculum and materials does not need to be included in the proposal budget. However, participant stipends should be included in the budget and would be indicated on the "Operations, Support, and Equipment" line as stated in the budget instructions in Attachment F.

<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.

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
- Attachment F – Targeted NYCHA Housing Developments and Addresses by Competition

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; 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.