



Fatherhood Initiative Request For Proposals (RFP)

EPIN: 26025P0001

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This Request for Proposals is issued through the PASSPort system to those organizations prequalified in the relevant service areas listed in the procurement description of the “View RFX” tab. Likewise, proposals must be submitted through the PASSPort system by those same prequalified organizations. To apply to this RFP and all other solicitations in PASSPort, vendors must create an account within the PASSPort system. Please visit <https://www.nyc.gov/site/mocs/passport/getting-started-with-passport.page> to learn more

Basic Information

Minimum Requirements	<p><u>NOTE:</u> Proposals that do not meet the minimum requirements will be deemed nonresponsive and will not be further considered.</p> <ul style="list-style-type: none"> The proposer must be a not-for-profit organization. 																																				
Pre-Proposal Conference	<p>It is recommended, but not mandatory, that you attend the Pre-Proposal Conference. DYCD will post the presentation slides and transcription on our website.</p> <p>The Pre-Proposal conference is scheduled for March 18, 2025, at 10:00AM and 2:00PM. It will take place remotely via zoom. Please register on the DYCD Website.</p> <p>Upon registration you will receive the meeting details needed to join the conference.</p>																																				
Anticipated Contract Term	<p>The anticipated contract term will be for 3.5 years, from January 1, 2026, through June 30, 2029, with an option for DYCD to renew contracts for up to three additional years.</p>																																				
Anticipated Funding and Payment Structure	<p>The total funding, per contract funding, and Price per Participant (PPP) for Fatherhood Initiative Contracts can be found in the table below. Each contract will serve approximately 175 participants per year. Please note the slight increases in accordance with NYC’s 2025 COLA initiative.</p> <table border="1" data-bbox="508 1077 1450 1539"> <thead> <tr> <th></th> <th>FY26</th> <th>FY27</th> <th>FY28</th> <th>FY29</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Minimum Service Level per Contract</td> <td>175</td> <td>175</td> <td>175</td> <td>175</td> <td></td> </tr> <tr> <td>Price Per Participant*</td> <td>\$2,564</td> <td>\$2,630</td> <td>\$2,630</td> <td>\$2,630</td> <td></td> </tr> <tr> <td>Minimum Funding per Contract</td> <td>\$224,350</td> <td>\$460,250</td> <td>\$460,250</td> <td>\$460,250</td> <td></td> </tr> <tr> <td>Minimum Number of Contracts</td> <td>17</td> <td>17</td> <td>17</td> <td>17</td> <td></td> </tr> <tr> <td>Total Funding for All Contracts</td> <td>\$3,846,000</td> <td>\$7,890,000</td> <td>\$7,890,000</td> <td>\$7,890,000</td> <td>\$27,516,000</td> </tr> </tbody> </table> <p>The anticipated payment structure will be based on line-item budget reimbursement. Proposers should submit an annual budget based on the anticipated funding amount for Fiscal Year 2026 (FY 2026), see the <i>Budget Management</i> section below for more information.</p>		FY26	FY27	FY28	FY29	Total	Minimum Service Level per Contract	175	175	175	175		Price Per Participant*	\$2,564	\$2,630	\$2,630	\$2,630		Minimum Funding per Contract	\$224,350	\$460,250	\$460,250	\$460,250		Minimum Number of Contracts	17	17	17	17		Total Funding for All Contracts	\$3,846,000	\$7,890,000	\$7,890,000	\$7,890,000	\$27,516,000
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Competitions	<p>There will be 5 competitions—one competition per borough. It is anticipated that a minimum of 17 contracts will be awarded in total, with at least one contract awarded to a viable proposal in each borough. Proposers may submit multiple proposals for more than one borough, however, a proposer will only be awarded <u>one borough</u>. A complete and separate proposal must be submitted for each competition/borough.</p> <p>Proposers may propose to operate in multiple sites within one borough as long</p>																																				

	<p>as all sites fall within the borough they are applying to. Proposers should indicate all of the sites they plan to use in the Site Address form. Each award will serve a total of approximately 175 participants per year per contract, regardless of the number of sites used.</p> <p>DYCD reserves the right to determine, based on a proposer’s demonstrated organizational capability, geographic distribution, and the best interests of the City, which proposed program(s) will be awarded.</p>
Subcontracting	<p>Subcontracting is allowed subject to the following conditions:</p> <ul style="list-style-type: none"> • Proposed subcontractors must be identified in the proposal. • The contractor expectations set out in the RFP equally apply to any subcontractor. • No more than 30 percent of the total budget may be subcontracted. • All subcontracts valued over \$20,000 are subject to DYCD approval before any expenses are incurred or any payments made to them by the prime contractor and must be reported using the PASSPort system. Subcontracting in PASSPort MOCS (nyc.gov) • Subcontractors receiving more than \$20,000 are required to be prequalified in PASSPort. • Subcontractors are not required to be nonprofit organizations.
Consultants	<p>Consultants may be used, subject to the following conditions:</p> <ul style="list-style-type: none"> • The contractor expectations set out in the RFP equally apply to any consultant. • All consultants would be subject to DYCD approval before work plans are finalized.
Insurance Requirements	<p>The contractor shall maintain, at a minimum, the following insurance: The contractor would carry commercial general liability insurance of at least \$1 million per occurrence and \$2 million aggregate, workers’ compensation insurance, employers’ liability insurance, and, if applicable, unemployment insurance, motor vehicle liability insurance, and professional liability insurance. The contractor must demonstrate that necessary insurance coverage is in place from the first day of the contract by providing a certificate of insurance naming the City of New York, together with its officials and employees, as an Additional Insured with coverage at least as broad as the most recently issued ISO Form CG 20 10 or CG 20 26 along with the Additional Insured endorsement, pursuant to which the necessary Additional Insured coverage is provided, and a Broker’s Certificate. DYCD will not be able to proceed with processing an awarded contract until it has obtained proof of the necessary insurance coverage.</p>
Use of MWBE Businesses	<p>DYCD and New York State are committed to the utilization of MWBE businesses and individual proprietors. Contractors funded through this RFP will be required to purchase 30 percent of goods, supplies, services, and equipment that fall within the eligible MWBE expense categories (Consultants, Subcontractors, Vendors, Supplies, Equipment, Equipment Other, Other Costs, Fiscal Agent Services) from MWBEs. MWBEs are listed on the NYC Online Directory of Certified MWBE Businesses, available at https://sbsconnect.nyc.gov/certification-directory-search/, and on the NYS Directory of Certified Firms at https://ny.newnycontracts.com/. Contractors must select from the certified MWBE businesses and individual proprietors that appear on the State’s online directory and will be required to document and report to DYCD on their compliance with the thirty percent MWBE goal.</p>

	Contractors are also encouraged to utilize businesses and individual proprietors owned/operated by people with disabilities as sources for purchases of goods, supplies, services, and equipment using funds obtained through the Agreement.
Use of PASSPort	<p>PASSPort is a web-based system maintained by the City of New York to manage procurement.</p> <p>To become eligible to submit a proposal to the upcoming RFP and all other client and community services (CCS) within PASSPort, vendors must first complete and submit an electronic prequalification application using the City's PASSPort System. Please visit PASSPort to create an account. https://www.nyc.gov/site/mocs/passport/about-passport.page</p> <p>Then, visit the following page to learn how to be added to the HHS Prequalified list – a requirement of all organizations hoping to apply to a Human Service RFP. Link: https://www.nyc.gov/site/mocs/passport/learn-passport.page</p>
Questions Regarding this RFP	<p>Questions regarding this RFP must be transmitted in writing to the agency contact by using the Discussion Forum in PASSPort. If you have technical questions related to PASSPort, please feel free to contact MOCS.¹</p> <p>Substantive information/responses to questions will be released in an addendum to the RFP to all organizations that are prequalified to propose to this RFP through the PASSPort system, unless in the opinion of the agency, the questions are of a proprietary nature.</p>
General Guidelines	<ul style="list-style-type: none"> • It is strongly recommended that providers complete and submit their proposals, which includes entering information, uploading documents, and entering log-in credentials, at least 24 hours in advance of the Proposal Due Date and Time. • 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). <p>For more information about submitting a proposal through the PASSPort system, please visit the https://www.nyc.gov/site/mocs/passport/about-passport.page ²section of the Mayor's Office of Contract Services website. For technical assistance, please contact MOCS.³</p>

¹ See <https://www.nyc.gov/site/mocs/about/help.page>

² See <https://www.nyc.gov/site/mocs/passport/about-passport.page>

³ See <https://www.nyc.gov/site/mocs/about/help.page>

Required Documents	Document Type	Description
<p>Note: A complete and separate proposal, including all required documents, must be submitted for each competition in PASSPort.</p>	Site Address Form	Upload one Site Address Form
	Lease or letter of intent	Upload the lease or letter of intent to demonstrate Site Control of the Sites listed on the Site Address Form
	Organizational chart	Upload one organizational chart in the Staffing section of the Questionnaire that demonstrates how the proposed program would be integrated into the contractors' overall operations
	Staff Resumes and/or Job Descriptions	Upload resumes of key staff already identified for the specific role in the Staffing section of the Questionnaire. If staff are not already identified for any given role, upload draft job descriptions.
	Service Level Form	Upload one Service Level Form in the Service Requirements section of the Questionnaire
	Community Partnership Agreements	Upload 6 Community Partnership forms for <i>each</i> proposal in the Community Partnerships section of the Questionnaire, one for each required partnership listed in the Community Partnerships section, in one PDF document.
	Budget	Upload a proposal budget summary in the Budget Management section of the Questionnaire
	<p>Additional Requirements:</p> <ul style="list-style-type: none"> • Proposal documents must be in one of the following file formats: Word (doc, docx), PDF (.pdf), Excel (.xls, .xlsx) 	

01 – Program Background and Scope of Work

Section 1 – Program Background

Our Mission:

The New York City Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and provide opportunities for New Yorkers and communities to flourish.

Our Vision:

DYCD strives to improve the quality of life of New Yorkers by collaborating with local organizations and investing in the talents and assets of communities to help them develop, grow, and thrive.

The New York City Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish. Since 1996, DYCD has been committed to supporting programs for marginalized communities and New Yorkers of all ages—from afterschool and youth employment to housing support, senior services, food pantries, and more. DYCD serves upwards of 300,000 New Yorkers annually through high quality initiatives such as COMPASS, the Summer Youth Employment Program (SYEP), Beacon and Cornerstone Community Centers, Adult Literacy and Immigrant Services, Runaway and Homeless Youth, Community Safety and Antiviolence programming, and other community development programs.⁴

Through this Request for Proposals (RFP), DYCD is seeking qualified contractors to implement Fatherhood Initiative Programs across New York City. DYCD’s Fatherhood Initiative programs will serve fathers living at or below the federal poverty level and the primary goal is to support fathers to become self-sufficient and more connected with their children and community to strengthen their children’s economic, emotional and social

futures.

A. Introduction

Research indicates that children with involved fathers have better outcomes in terms of academic achievement, emotional and behavioral maturity, labor force participation and nonmarital childbearing.^{5,6} Additionally, children who receive financial support from their fathers, such as child support payments, often see improved well-being and lower rates of childhood poverty.⁷ Research also shows that father involvement has an impact on family stability⁷ and, at the same time, shows that father involvement has an impact beyond the impact on family income.⁶

Studies show that, despite negative stereotypes, men of color who are fathers already have high levels of engagement with their children, especially in physical play and caregiving activities.^{8,9} Unfortunately, there are a myriad of historic and current day barriers in cultures, government, and social service systems that impede fathers’ further, and formal, involvement in their children’s lives. In recognition of these

⁴ See www.nyc.gov/dycd to learn more about DYCD-funded services

⁵ Tollestrup, J. 2018. Fatherhood Initiatives: Connecting Fathers to Their Children, Congressional Research Service Report No. RL31025. Available at: <https://sgp.fas.org/crs/misc/RL31025.pdf>, p6.

⁶ US HHS Administration for Child and Families (ACF). 2018. Memorandum ACF-ACF-IM-18-01.

⁷ Moore, Q., Selekman, R., Patnaik, A., and Zaveri, H. 2020. Parents and Children Together: How Low-Income Fathers in Responsible Fatherhood Programs Perceive and Provide Financial Support for Their Children. OPRE Report # 2020-82. Washington, DC: Office of Planning, Research, and Evaluation, Administration for Children and Families, U.S. Department of Health and Human Services.

⁸ Cabrera NJ, Hofferth SL, Chae S. 2011. Patterns and predictors of father-infant engagement across race/ethnic groups. *Early Child Res Q*; 26(3):365-375. doi: 10.1016/j.ecresq.2011.01.001. PMID: 22110258; PMCID: PMC3220616.

⁹ Smith, C. A., Krohn, M. D., Chu, R., & Best, O. 2005. African American Fathers: Myths and Realities About Their Involvement With Their Firstborn Children. *Journal of Family Issues*, 26(7), 975-1001. <https://doi.org/10.1177/0192513X05275421>

barriers, the US Health and Human Services' Administration for Child and Families (ACF) issued a memorandum (2018) to "strongly encourage all human service agencies including child welfare agencies, courts, offices of child support enforcement, offices of public assistance, offices of child care, Head Start programs, and family and youth services programs to work together across governments to jointly create and maintain an environment that prioritizes father engagement as a critical factor in strengthening families and adopt approaches to enhance parental involvement in all family support and child welfare related programs."¹⁰

For example, fathers with lived experience report feeling frustrated and alienated trying to navigate family court systems, especially when they are a noncustodial parent. Experts from organizations across the city agreed that there is often systemic bias against the noncustodial parent and underscored the need to support fathers through the legal proceedings.¹¹ These biases reach beyond the family court system, touching many aspects of social services from the micro-level, like excluding fathers in informational materials, up to the macro-level, like policies that provide child supplemental nutrition supports to mothers or designing residential programming for mothers to bring their children, but not fathers.¹²

While these issues are complex, and reach beyond the individual level, the Fatherhood Initiative Program seeks to reduce and lessen the impact of these barriers by: improving a broad range of competencies for fathers related to self-development, and parenting, such as establishing parentage and financially supporting their children; assisting fathers with the establishment and resolution of court and agency orders, including child support and child visitation; supporting father's access to services, including benefits, employment, health care and legal services; and equipping fathers with the awareness of and tools for addressing the systematic hurdles they may face.

B. DYCD's Theory of Change and Settlement House Principles

DYCD supports New Yorkers by funding a wide range of high-quality youth and community development programs, including afterschool, community development, family support, literacy services, runaway and homeless youth services, community-based violence intervention and prevention programs, and youth workforce development.

DYCD's Theory of Change (ToC) embodies an integrated and aligned roadmap designed to show how DYCD's investments, across all program areas, are expected to impact the participants and communities served. The ToC reflects settlement house principles adopted by DYCD, including community building, multiple points of entry, embeddedness in the community, and reciprocity of strengths and assets. Key to DYCD's settlement house approach is the agency's role in connecting communities and community-based organizations (CBOs) to a hub of needed resources and fostering coordination with other public and private organizations, to strengthen DYCD's strategic goals. Agency outcomes in the ToC are:

1. Community organizations will be stronger as a network and as individual CBOs.
2. Community members, including youth, families, and adults, will have multiple points of entry to a spectrum of high-quality services.
3. Community members will have access to employment through skills, opportunities, and resources.
4. Community members will be empowered to navigate and participate in civic systems and access an array of resources.

¹⁰ US HHS Administration for Child and Families (ACF). 2018. Memorandum ACF-ACF-IM-18-01.

¹¹ Findings from DYCD focus groups sessions with 8 fatherhood programming providers, 36 experts from 29 organizations, and 60 fathers in DYCD Fatherhood initiative programs, 2022.

¹² Selekmán, R. and Holcomb, P. 2021. Issue Brief: Father Engagement in Human Services. Mathematica and The US Department of Health and Human Services' Office of the Assistant Secretary for Planning and Evaluation. <https://www.mathematica.org/publications/father-engagement-in-human-services>

5. Community members will have a greater belief in opportunity, including a mindset for success, and self-efficacy.
6. Community members will have stronger connections to social networks in informal and formal relationships.

DYCD-funded programs align with and support these ToC outcomes by providing a wide range of services, increasing access to resources, and building skills that empower communities, engender hope, and create connections. Fatherhood Initiative programs specifically support skill development and access to services to support participants reaching employment, civic and other life goals.

C. DYCD's Equity Statement

The DYCD Equity Statement¹³ supports DYCD's mission and ToC by articulating the agency's commitment to an equitable implementation of operational, administrative, and programmatic functions, and distribution of financial resources, to address historical and contemporary inequities based on race, income and other factors. The vision is a New York City in which everyone flourishes, and outcomes are not determined by race, age, disability, ethnicity, gender, gender identity, immigration status, income, marital status, national origin, religion/creed, or sexual orientation.

This RFP reflects the agency's goal to advance equity in intentional and explicit ways. The RFP also seeks vendors who will prioritize building capacity of small, BIPOC-led organizations that often serve communities without equitable access to resources.

D. Stakeholder Engagement

This RFP is informed by feedback received on the Fatherhood Initiative Concept Paper released in May 2024. The Concept Paper was based on analyses of internal data, findings from external research on fatherhood programs, and input from intensive stakeholder engagement process. Stakeholder engagement included 17 focus groups, 2 surveys, and 8 interviews with all 8 current program providers, 60 current participants, and 113 practitioners, advocates, and experts in the field.

DYCD received over 200 oral and written comments from 23 different organizations via 2 learning sessions and 2 written feedback forums on the Fatherhood Initiative concept paper. Key feedback from stakeholders on the concept paper is included below and reflected in the program model outlined in the remainder of this RFP.

- Reduce frequency of and streamline required activities like support groups, community events, and workshops so that providers can properly align staff time, focus efforts on fewer, higher quality activities, boost overall participant attendance records, and account for participants' busy lives;
- Incentivize, but not require, participation in support groups to encourage attendance but maintain program flexibility;
- Rephrase program goals to emphasize fathers establishing relationships and/or reconnecting with their children;
- Expand the definition of "co-parents" to include current romantic partners, caregivers, and family members to ensure inclusivity of differing family structures; and
- Identify community partnerships that proposers should establish pre- and post-award.

¹³ See <https://www1.nyc.gov/site/dycd/about/about-dycd/about-dycd.page>

Section 2 – Program Description, Proposal Evaluation Criteria, and Contractor Expectations

Program Goals: The Fatherhood Initiative program aims to engage fathers to become self-sufficient, support fathers in establishing relationships and/or reconnecting with their children, and assist fathers in strengthening their ties to their communities, in order to strengthen their children’s economic, emotional and social futures.

Program Participants: The Fatherhood Initiative Programs will serve fathers at any level of child engagement and who are potentially living at or below the poverty level (as defined by New York state, see below). This includes fathers who are disconnected from or have no visitation with their children, have supervised visitation with their children, or have unsupervised visitation of their children, regardless of whether they are a non-custodial or custodial parent.

Fathers who have unsupervised visitation with their children and a working relationship with a coparent will have the option of participating in select activities with their coparent (see table in activities section). Coparents will only be eligible to enroll if they have unsupervised visitation of their children and provided there is no order of protection or reason why it would be unreasonable or unsafe for them to participate together. “Coparents” are not restricted to biological parents and may include any caregiver or partner that is involved in caring for the children of the participating father, including but not limited to non-birth parents, non-resident parents, and non-intimate partners who are parents themselves (e.g. father and grandfather; father and grandmother; father and friend).

The Fatherhood Initiative is partially funded by the Community Services Block Grant (CSBG), administered by New York State, and as such, it is expected that for contracts receiving CSBG funds, participants should satisfy the CSBG income eligibility requirements. Income eligibility guidance is subject to change if additional or other funding becomes available during the contract term. DYCD will provide notification of income eligibility requirements upon award. Please see Attachment 10 - CSBG Rider for more information.

The proposal evaluation criteria for each programming component, along with detailed contractor expectations and scope of work, is included in the sections below. DYCD encourages proposers to read the RFP in full before beginning the proposal questionnaire.

E. Organizational Experience and Capability – 21 Points

This section corresponds to the Organizational Experience and Capability section of the questionnaire. The questionnaire asks specifically about organizations’ relevant experience serving the target population, relevant geographic communities and conducting program monitoring and improvement. Proposer answers will be evaluated based on the extent to which the proposer demonstrates successful relevant experience and programmatic capabilities to operate the program according to the criteria listed in the contractor expectations subsection below. It is worth a maximum of **21 points** in the proposal evaluation.

Contractor Expectations

To be eligible to receive a Fatherhood Initiative contract, organizations should have at least **three years** of experience within the last five years providing fatherhood programming that:

- Serves low-income custodial and non-custodial fathers and their families, including coparents;
- Promotes best practices for fathers to establish relationships and/or reconnect with their children;
- Serves the immediate community where the contractor is proposing to work;
- Effectively recruits and retains participants;

- Successfully establishes and maintains ties between disconnected family members, including coparents;
- Has high rates of attendance;
- Meets or exceeds program goals as evidenced by quality monitoring tools, assessments undertaken by public/private funders, or formal/external evaluations;
- Uses quantitative measures to demonstrate program effectiveness and makes adjustments designed to improve program quality based on data analysis

F. Staffing – 20 Points

This section corresponds to the Staffing section of the questionnaire. The questionnaire asks specifically about organizations' staff selection (including a proposed organization chart and Job Descriptions/Resumes), and staff training and development plans. This section will be evaluated based on the extent to which the proposer demonstrates a solid staffing plan and structure to operate the program according to the criteria listed in the contractor expectations subsection below. It is worth a maximum of **20 points** in the proposal evaluation.

Contractor Expectations and Scope of Work

Each Fatherhood Initiative contractor will employ and retain the following staff members:

- A full-time Program Director with at least a bachelor's degree, knowledge and experience in family development best practices and standards, and at least two (2) years of successful experience within the past five (5) years in providing fatherhood services to low-income adults.
- At least two full-time Family Development Coaches to provide case management and related workshops with:
 - a bachelor's degree in social work or a related field and experience working with City systems such as public assistance, child support, child welfare, education, and housing; or
 - an associate's degree and completion of the Family Development Training (or other credentials identified by DYCD) and experience working with City systems such as public assistance, child support, child welfare, education, and housing; or
 - completion of the Family Development Training within one year of being hired (or other credentials identified by DYCD) and at least three (3) years successful experience in providing case management/counseling and working with City systems such as public assistance, child support, child welfare, education, and housing.
- At least one full-time Training Specialist to facilitate parenting skills training and related workshops, lead support groups, and coordinate peer support relationships and family events and activities, with:
 - at least a bachelor's degree, knowledge and some experience in fatherhood programming, best practices, and standards; or
 - at least two (2) years of successful experience within the past five (5) years in facilitating parenting skills training and support groups for low-income adults.
- At least one part-time Peer Mentor (20 hours/week) to facilitate parenting skills training and related workshops; organize community projects; and conduct outreach and recruitment for the program. The Peer Mentor ideally would have both:
 - lived experience as a father that has either been disconnected from and/or had supervised visitation with a child.
 - has a history of being an effective group leader, with excellent interpersonal skills.

Additionally, contractors will identify at least one staff member responsible for providing information technology support to participants if remote programming is part of the program and at least one staff member responsible for ensuring that the administrative and fiscal obligations of the contract are

satisfactorily met. These are not additional staff lines, but a requirement that should be met by existing staff.

To meet staffing standards, each contractor will:

- a. Have sufficient salaried and non-salaried staff to effectively provide the activities and meet the minimum staffing described above.
- b. Ensure that all program staff have the appropriate education and experience for providing the proposed services, as described above.
- c. Create full-time positions as indicated in the staffing pattern to provide staff with access to benefits such as paid leave and health insurance.
- d. Ensure that services are provided by qualified staff with the cultural competencies and knowledge necessary to serve low-income fathers, coparents, and their families. To meet these qualifications, contractors will need to complete the National Fatherhood Initiative's Father Friendly Check-Up tool, A free, online tool for organizations to assess their staff's capacity to deliver high-quality, engaging fatherhood programs.¹⁴ Staff should also be equipped to discuss themes of systemic and individual racism and/or gender biases with participants and strategies to combat them, as discussed in the required workshops section. DYCD will provide additional resources for staff to learn about these themes.
- e. Provide additional professional development for staff and consultants that is relevant to their job titles to build their capacities to effectively serve fathers, coparents, and their families. Contractors will work with DYCD's Capacity Building and Program Management team to identify supplementary professional development opportunities.
 - i. All staff should have 12-15 hours of training and staff development per year. To achieve this requirement:
 - At least three staff members are required to complete one training program or certification program per year
 - The contractor will provide program staff with information on the Family Development Training and Credentialing Program (FDC)¹⁵ and, where appropriate, refer staff to the program. DYCD will provide funding for paid staff members to complete the FDC training. This funding will be separate from the funding DYCD provides for this procurement. Additionally, the FDC training will be completed by the end of the first year of the staff member's employment.
 - The contractor will provide at least one live or recorded training resource to staff around coping with vicarious trauma and stress and developing self-care practices. This training resource should be provided on an annual basis and at no cost to staff.¹⁶
 - Contractors can utilize external vendors of their choice to cover staff development upon approval of DYCD. The cost of paying these vendors for professional development of staff will come out of the awarded vendor's budget.
 - Mental Health training requirements listed in the Mental Health section may count towards this requirement.

¹⁴ Please see: <https://www.fatherhood.org/ffcu24>

¹⁵ Please see: <https://www.nyc.gov/site/dycd/involved/funding-and-support/fdc-program.page>

¹⁶ An example of a recorded training resource is Vibrant Emotional Health's Trauma-Informed Perspectives Practice Series (TIPPS) Online Learning Course, a self-paced course available at no cost for DYCD contracted provider staff. The course includes five (5) 30-minute lessons including a lesson on "Staying In Balance, how to manage stress and promote self-care." To learn more, see: <https://cbresourcesdycdconnect.nyc/technical-assistance-providers/vibrant-emotional-health/> and <https://edmaker.co/vibrant/tipps>

- ii. Programs will provide the conditions for the development of learning communities within which program staff would share challenges and successes, learn from one another, and find support.
 - At least one staff member is required to attend one conference per year.
- iii. Program directors would also be expected to attend periodic meetings sponsored by DYCD to share best practices and address issues that may arise while delivering Fatherhood programming.

G. Service Requirements and Outcomes – 35 Points

This section corresponds to the Service Requirements Section in the Questionnaire. The questionnaire asks specifically about proposed plans for Service Levels (Service Level Form), Interaction between Service Tiers, Serving Co-parents, Community Projects, Support Groups, Outreach and Marketing, and Incentives. This section will be evaluated based on the extent to which the proposer demonstrates the ability to meet the service requirements according to the criteria listed in the scope of work and contractor expectations subsection below. It is worth a maximum of **35 points** in the proposal evaluation.

i. Scope of Work and Contractor Expectations for Required Content Areas and/or Activities:

The Fatherhood Initiative includes eight required activities: Orientation, Parenting Skills Training, Supervised Visitation Coaching, Case Management, Community Projects, Support Groups, Family Events, and Workshops. In order to serve and customize services for fathers with differing varying levels of child visitation, coparent engagement, court and agency orders, skills, and needs, all contractors will offer four service tier options to participant. Each contractor will be required to deliver/offer all eight required activities, however, the activities that each individual father will participate in depends on their service tier. The table below summarizes the service tiers and how the participants in each tier will be engaged in required activities. A detailed description of each activity is included after the table. See the outcomes section for more detailed information on the expected outputs and outcomes for each required activity.

Required Activity	Tier 1	Tier 2	Tier 3	Tier 4
	Fathers who are disconnected from or have no visitation with their children	Fathers who have supervised visitation with their children	Fathers who have unsupervised visitation of their children	Fathers who have unsupervised visitation and want to participate with a coparent
Orientation	Fathers attend 1 session			
Parenting Skills Training	Fathers complete ProFathering15 Curriculum + One Fathering in Action Session	Fathers complete ProFathering15 Curriculum + One Fathering in Action Session	Supporting Fathering Involvement (SFI) Curriculum	Supporting Fathering Involvement Curriculum (Father and enrolled Coparent)
Supervised Visitation Coaching	N/A	Fathers referred to coaching services	N/A	N/A
Case Management	Monthly Meeting	Monthly Meeting	Monthly Meeting	Monthly Meeting (Father and enrolled Coparent)
Community projects	Fathers co-lead at least 1			
Support groups	Fathers are incentivized/encouraged to attend as often as possible			
Family events and	Fathers and Tier 4 enrolled Coparents attend at least 1			

activities	
Workshops	Fathers attend at least 3

The tiers should function as a continuum, with the expectation that fathers can progress from one tier to the next sequentially as skills are developed, frequency of child engagement increases, and court orders are resolved. While each specialty tier serves a unique population, DYCD expects contractors to offer opportunities that encourage fathers from across the four tiers to interact, form relationships, build community, and provide guidance to one another.

Activity 1: Orientation: Each participant will be expected to attend one orientation session. Contractors will offer orientation sessions to participants in all tiers on a quarterly basis and will provide: a) an overview of program activities, attendance expectations and incentives, b) a review of the broad array of services and benefits that participants can be connected to (see more information on case management areas), and c) activities designed to allow participants and staff to get to know one another, build trust, clarify program expectations, and nurture peer support. Contractors will review the program activities and participant expectations for each service tier to increase understanding of the program as a whole and to encourage those that do not yet have unsupervised visitation (fathers in Tier 1 and 2) to progress toward unsupervised visitation and participation in the SFI curriculum that is covered under Tier 3 and 4 services.

Activity 2: Parenting Skills Training: Contractors will provide parenting skills training to participants with two different curricula: ProFathering15 and Supporting Father Involvement (SFI). Fathers in Tiers 1 and 2 will participate in ProFathering15 and attend a Fathering in Action session. Fathers in Tier 3 and Father/Coparent Pairs in Tier 4 will participate in SFI. DYCD will cover the costs of and provide the curriculum, contractors do not need to include these services in their budget. All ProFathering15 and SFI services, including support staff, are provided by the vendor.

ProFathering15¹⁷ (Service Tiers 1 and 2):

- Number of Sessions:
 - 15 self-paced, online, interactive modules that take approximately 15 minutes to complete
- Implementation:
 - Contractors will institute this curriculum for fathers in Tiers 1 and 2 who are currently disconnected from their child(ren), have no visitation with their child(ren) or have supervised visitation with their child(ren). These fathers often have court and administrative orders to attend to, which can be time-consuming and result in scheduling conflicts. To address these barriers, this is a self-paced curriculum fathers can complete as they see fit.
 - Contractors must provide a one-on-one introduction to teach fathers using this curriculum how to access the modules inform them how to get assistance if needed. Contractors must provide and instruct fathers without an internet-enabled device how to use a computer at the program site or at their local library. Contractors will provide fathers additional support as needed such as printing out the content and/or providing one-on-one guidance with a staff, peer, or mentor.
 - Contractors will ensure participants complete and Pre- and Post Parenting Skills Knowledge Survey, provided by DYCD.
 - Contractors will encourage fathers to complete the modules within three months or by their “Fathering in Action” session.

¹⁷ For more information see: <https://profathering.fatherhood.org/pages/why-profathering15>

- After fathers finish the curriculum, fathers will be required to participate in at least one “Fathering in Action” session to practice skills acquired and receive their certificate of completion. Contractors should offer and facilitate these sessions on a quarterly basis. The session will be led and designed by the contractor. The session must include time for fathers to: a) share what they have learned in ProFathering15 and how they are applying lessons learned in their daily lives; b) discuss ways to continue to build and apply the parenting skills within ProFathering15 (e.g., writing a letter to their child, talking to an adult who sees their child on a regular basis, volunteering at a youth program, etc.); c) practice skills via role play; and d) celebrate completion of ProFathering15, including presentation of a certificate of completion to each participant.
- Topics Covered:
 - Family History; Being a Man and Dad; Handling Emotions; Grief and Loss; Your Health; You and Mom; Talking with Mom; Co-Parenting; Fathering Skills; Child Development; Child Discipline; Sexuality, Intimacy; Work-Family Balance; and Managing Money.

Supporting Father Involvement (SFI)¹⁸ (Service Tiers 3 and 4):

- Number of Session s:
 - 8 in-person sessions for 2 hours each
- Implementation:
 - Contractors will use the SFI curriculum with fathers in Tiers 3 and 4 that have unsupervised visitation with their child(ren) when they enter the program or when they gain unsupervised visitation upon resolution of court and agency orders or due to other changes in circumstances. SFI provides a deeper dive into parenting skills and provides the father with the opportunity to complete the curriculum with their coparent if they opt to enroll in Tier 4 services.
 - Contractors will be trained by the SFI team to implement the curriculum and receive regular coaching and mentoring from SFI staff throughout curriculum delivery. SFI recommends that the curriculum be delivered by a two-person team (Facilitator and Peer Mentor) that includes people with diverse gender identities to serve both participating fathers and coparents.
 - Contractors may set the schedule and frequency of SFI cycles, but they should design it based on participant needs. Contractors may choose to deliver the curriculum to Tiers 3 and 4 together, or in two separate groups, but DYCD encourages contractors to deliver SFI sessions to Tier 3 and 4 in the same group to encourage peer learning among participants with varied circumstances.
 - Contractors will ensure participants complete and Pre- and Post Parenting Skills Knowledge Survey, provided by DYCD.
 - For any sessions that include Tier 4 father and coparent pairs, a hybrid format should be provided unless childcare can be arranged for all parents. Contractors should employ strategies that ensure a safe and welcoming environment for and equally engage both participating fathers and coparents. Contractors are encouraged to leverage any existing childcare resources within their agency to enable in-person attendance. In addition, each father or father and coparent pair will participate in a one-on-one introduction to curriculum topics before the training begins.

¹⁸ For more information, see: <https://supportingfatherinvolvementsfi.com/program/>

- When participants miss a session, the contractors must schedule a make-up session at a convenient time for the participant in a one-on-one or group format.
- Topics Covered:
 - Individual characteristics and well-being of the parents; Parent-child relationship quality; Couple or co-parenting relationship quality; The intergenerational transmission of parent-child involvement and family relationships; and External influences such as employment, environmental stressors, and social supports.
 - Two of the sessions include dedicated time for participants to interact with their youngest child.

Activity 3: Supervised Visitation Coaching: Contractors are expected to provide referrals to supervised visit coaching services for fathers enrolled in Tier 2 (in addition to completion of ProFathering15). This service will be for fathers with mandated supervised visitation that is part of a court or agency order that they are working toward resolving. The visit coaching from the external vendor must include meeting with the father before and after the visit to support parenting skills development, being present during the visit, and providing a safe physical space at the program for the visit. Contractors are expected to liaise with the supervised visitation coaching and hosting vendor to keep updated of the status of the services.

Activity 4: Case Management: The contractor will employ a case management model for participants in all tiers, which would include the following 4 components: (1) holistic assessment of the father's strengths and needs and development of an Individual Service Plan (ISP) listing supportive services, benefits and resources needed; (2) implementation of the ISP (coordinating community resources and working with and advocating on behalf of the family to meet identified goals); (3) regular review of the ISP to assess whether goals have been met or need to be changed; and (4) follow-up to ensure that the father has received requested services. Advocacy includes intervening and negotiating on behalf of participants through telephone calls and accompanying participants to meetings, as needed. Staff would work in partnership with the participants to build on their strengths and navigate racial and gender biases, rather than "fix problems," and work toward goals identified by the participants in an atmosphere of mutual respect and open communication. Staff should also help participants develop skills such as self-advocacy, social, and time management skills as appropriate. In instances in which fathers enroll in the program with their co-parent (Tier 4), the primary focus of case management would also be on shared goals for their child.

Contractors will assign each participant to a Family Development Coach responsible for working with the participant/family on achieving the goals indicated in the ISP. The expected active caseload for each Family Development Coach is 35 fathers/families at a time, with the expectation of serving 100 unique participants over the course of each contract year. The Family Development Coach must make regular contact with each assigned father or family according to participant needs, with at least one contact per month during the period of service, and document each contact with written progress notes in DYCD's online Participant Tracking System (PTS). The progress notes must include the initial holistic assessment of the needs and strengths of the participant, objective accounts of each follow-up interaction, and a plan for meeting the specific goals in the ISP. The Program Director must supervise Family Development Coaches in meeting their assigned tasks, including reviewing ISPs to assess progress and challenges to meeting the goals set forth in the plans. During the ISP process, Family Development Coaches will be required to conduct a domestic violence screening, using an assessment tool that will be provided by DYCD. For instances in which referrals come from a domestic violence court case, the screening

tool will not be required.

The most common needs and ISP goals of Fathers enrolled in the program will include, but are not limited to:

<p>Social Service Support, such as:</p> <ul style="list-style-type: none"> • childcare, early childhood education (Early/Head Start, preK, home visiting), after school, college and/or career preparation • anger management classes • disability services • domestic violence and batterers intervention classes • domestic violence support (for abused) • immigration services 	<p>Material Support, such as:</p> <ul style="list-style-type: none"> • clothing • emergency food • health insurance • identification card (e.g., birth certificate, social security card, government issued photo ID) • SNAP/WIC • social security payments • TANF benefits • transportation services • veteran's service benefits
<p>Housing Assistance, such as:</p> <ul style="list-style-type: none"> • affordable housing • eviction prevention • foreclosure prevention • safe, temporary shelter • tenant/landlord conflict • tenant/tenant conflict • weatherization services/ utility payment assistance including LI-HEAP 	<p>Employment Assistance, such as:</p> <ul style="list-style-type: none"> • career assessment • vocational skills training and certificate programs • job readiness training (one-on-one, courses) • resume development • mock interviews • job placement • job coaching • employment discrimination support
<p>Education Assistance, such as:</p> <ul style="list-style-type: none"> • educational programs that fit needs/interests of participant (ESOL, ABE, HSE, college, adult education) • program application assistance • financial aid application assistance • positive approaches to learning, including attention skills 	<p>Child Support Assistance, such as:</p> <ul style="list-style-type: none"> • Establishing parentage • request administrative review via the child support Snapshot system • File for adjustment, waiver or reduction of permanently assigned arrears (ROPPA) owed to the Department of Social Services (DSS)
<p>Financial Empowerment Services, such as:</p> <ul style="list-style-type: none"> • budgeting • credit checks • methods to establish or improve credit • establishment of savings and checking accounts • information about interest • information about mortgage and business loans • establishment of child tax credit and 529 accounts for child • establishment of a safe and affordable bank account and/or Individual Development Account (IDA) 	<p>Legal and Advocacy Services, such as:</p> <ul style="list-style-type: none"> • Placement and custody, visitation (family court) • establishing a parenting plan agreement for parenting time and decision-making • criminal record review and correction • benefits (e.g., public benefit hearings) • reinstatement of Driver's License (related to child support suspensions) • certificate of good conduct • letters to the court or another entity on a father's participation and/or progress • mediation to support conflict

<ul style="list-style-type: none"> • strategy to reduce debt or lower payments • information on how to separate personal and business finances • connection to entrepreneurship programs 	<p>resolution with coparent</p>
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To attain the goals outlined in the ISP, the contractor would be expected to either provide the services directly or work with community-based organizations and New York City government agencies to identify resources and facilitate referrals as needed. Contractors should utilize ACCESS NYC, the City’s tool to screen and facilitate applications for several benefit programs. Whenever appropriate, contractors would be expected to facilitate referrals to partner organizations (see Partnership section later in this document for further details) and to DYCD-funded programs. DYCD-funded programs that may be particularly relevant for fathers include: Adult Literacy programs; Community Centers (Beacon and Cornerstones); Train & Earn; Advance & Earn; Community Resources for Employment & Development (CRED NYC); and Atlas. Programs that may be particularly relevant to fathers’ children include: COMPASS (elementary, middle and high school after-school programming), Adolescent Literacy programs; NDA High School; Summer Youth Employment Program; and Learn and Earn.

For child support assistance, case management will provide as much direct assistance as possible. Initially, the Family Development Coach must verify current child support orders (including the obligation amount, the status of the account, and payment history) either when fathers present documentation to the provider, with a signed waiver allowing the provider to obtain the information directly from the Child Support Snapshot system from NYC Human Resource Administration’s Office of Child Support Services (OCSS)¹⁹, or when referrals are made to the provider directly by OCSS. Family Development Coaches will also initially counsel fathers about the importance of supporting their children financially in general, especially through the child support system, and educate them on New York child support policies and procedures, discuss next steps and long-term goals in the child support process, and show fathers how they can access OCSS information online and how to obtain a modification in the amount of the support award.

To support access to legal services, the contractor is expected to consult fathers (and participating co-parents) on their needs and connect them to free legal services. Family Development Coaches are expected to assist fathers in understanding how to access administrative and court documents; help fathers acquire related documents and forms; and provide supportive materials, such as letters to the court or another entity on a father’s participation and/or progress and certificate of good conduct, when applicable. Considering the hurdles and systemic biases often faced by fathers in the legal system, Family Development Coaches are expected to engage with program participants on strategies to surmount participants’ concerns about perceived racial and/or gender bias.

DYCD intends to establish a separate contract with a mediation provider to facilitate two trainings per year on services available and opportunities for skill-building through hands-on activities like mock mediation sessions. Contractors are expected to coordinate trainings with the mediation provider and refer fathers to these trainings.

Activity 5: Community projects: Participants in all tiers will be expected to lead, co-organize

¹⁹ https://www.nyc.gov/assets/hra/downloads/pdf/services/child_support/child-support-snapshot-brochure.pdf

and/or participate in at least one community project with a focus on children or family. The goal of each community project is to encourage fathers to build social capital and networks, especially with other fathers across various socioeconomic groups, which in turn, help fathers realize personal goals and take collective action to improve the well-being of their communities. Examples of projects include a photovoice project about being a father; volunteering with a local school; planning, promoting, and attending a local community event such as DYCD's Dads Take Your Child to School Day; social media campaign focused on self-development or parenting skills covered in the program; participating in a community garden; organizing and maintaining a neighborhood watch program; etc.²⁰

Contractors must ensure at least two community projects take place each year. The contractors should establish and support project committees for each project, but ultimately, fathers are required to lead the development and implementation of projects. Moreover, contractors are expected to coach fathers assuming leadership roles. Each project should be implemented at times relevant to the project and provide the opportunity to invite other community members and alumni to attend or interact with content developed.

Activity 6: Support groups: Contractors are expected to plan, design, and implement at least two support group sessions per week at 90-minutes per session. Contractors can set their own schedule but should determine times and days based on participant needs and should offer groups on varying days and times (e.g. alternating days of the weeks and morning/afternoon/evening, etc.). At least one session per week should be in-person and at least one offered in a hybrid format. While attendance is not required, contractors should encourage participants to attend when they can.

The goal of the support group is to build community among participating fathers, alumni fathers, and volunteer fathers; tie skills developed in the program to lived experience; help participants work through challenges; and reinforce lessons learned. Each support group must include: 1) a "check-in" where fathers have time to share about their goals, progress and challenges; 2) dedicated time to discuss problems and provide support to 1 or more attendees; and 3) dedicated time for fathers and contractor to develop and share practical skills, expertise, and/or experiences (e.g., approach to attending a job fair or finding job leads, identifying a set of healthy "go-to" recipes, attending Spring into Health sessions, organizing playdates for their children, using a meditation app, or braiding hair). Contractors will create a consistent structure that fosters an open, supportive environment and allows fathers to easily drop-in to the group. The structure should include opening and closing customs like reading, breathwork or stretching and identification of topics that will be included in the next session.

Contractors are encouraged to invite and include current participants, program alumni, and volunteer fathers. Contractors are also encouraged to recruit and pair alumni and volunteer fathers with current participant fathers to provide support and encouragement throughout the program. Contractors must track alumni and volunteer hours.

Activity 7: Family events and activities: Contractors will organize at least three family events or activities per year for participating fathers and their families to attend. Contractors can set their own schedule but should determine times and days based on participant needs. Fathers and their families (if appropriate) are expected to attend at least one family event or activity. Examples of family events and activities include family retreats, picnics or literacy workshops, art/cultural

²⁰ Please see resources such as <https://dadsofgreatstudents.com/> and <https://www.allprodad.com/> for further examples

outings, and sporting events.

Activity 8: Workshops: The Contractor will offer a range of workshops on a monthly or quarterly basis, as indicated below. Each participant (fathers only) is required to attend a minimum of three: Intergenerational and Societal Skills, Community Involvement, and one additional workshop of their choice.

Contractors will implement workshops in an interactive group format and allow ample time for participant questions to be answered. Workshops will range from 60 to 120 minutes each. Contractors can set their own schedule but should determine times and days based on participant needs, but workshops should be offered on varying days and times to accommodate participants' schedules (e.g. Legal Services Quarter 1 on Monday 10 am, Legal Services Quarter 2 on Thursday at 6 pm, Legal Services Quarter 3 on Saturday at 11am, etc.). The contractor will be required to provide food for at least two workshops per month. Contractors can provide and facilitate the workshops in-house but are also encouraged to invite and coordinate with outside organizations and community partners to facilitate relevant workshops at the provider site.

Monthly:

- **Intergenerational and Societal Skills:** The workshop must focus on identifying and interrupting unhelpful patterns based on culture, gender norms, and racial and systemic oppression and oftentimes impact that often impact families across multiple. family generations. DYCD will provide additional resources for staff to learn about these themes. This exercise could include exercises like a Genogram activity.
- **Community Involvement:** This workshop must feature credible messengers such as program alumni and community father activists speaking about opportunities to get involved in the community.
- **Legal Services:** This workshop must educate fathers on services available, such as determining child placement and custody.

Quarterly:

- **Job Market:** Contractors must focus this workshop on positions and credentials in high demand of interest to participants, career readiness pathways and job search skills.
- **Establishing Parentage:** Contractors must deliver this workshop with the NYC Human Resource Administration and must educate participants on how to establish parentage.
- **Child Support:** Contractors must deliver this workshop with the NYC Human Resource Administration and must educate participants on the child support system, including how to use the child support Snapshot platform.
- **Financial Empowerment:** Contractors must focus this workshop on budgeting and savings, including 529 accounts for children's college savings, and how to identify key financial numbers such as cash flow, net worth, FICO score, and credit utilization ratio.
- **Other Topics/Participant Interest:** Contractors must choose at least one quarterly topic that aligns with participants' ISP goals and/or skills participants are interested in developing (e.g., education, housing, and men's health.)

- ii. **Program Hours and Hybrid Programming:** Contractors must provide the Fatherhood Program on a rolling basis and continuously throughout the year. Contracts must accommodate scheduling needs of participants, such as evening or weekend hours if necessary. The description of each activity includes the minimum frequencies for each activity.

The following activities must be offered in-person only:

- Intake and Initial Case Management Meeting (registration, enrollment, development

- of ISP, etc.)
- Orientation Sessions
- Community Projects
- 1 Support Group per week
- Family Events
- Any SFI sessions that only include Tier 3 fathers

The following activities may be offered in a hybrid format, with both in-person and remote options available simultaneously:

- Case Management Meetings
- Workshops
 - Fathers should only attend remotely if there is a scheduling conflict
- 1 Support Groups per week
- Any SFI sessions that include Tier 4 participating coparents
- Fathering in Action session for Tier 1 and 2 fathers

Providers who choose to offer remote options must ensure reliable equipment and internet access and have internet privacy and security policies and procedures in place. Students attending remote activities are expected to have a computer/laptop for full participation.

- iii. **Marketing, Recruitment, and Enrollment and Retention:** Contractors will submit and implement a comprehensive, strategic marketing and outreach plan to recruit and retain program participants, as well as boost attendance year-round. Marketing and outreach strategy must comprise multiple communication outlets (e.g., street outreach, social media, trusted messenger recruitment, online and/or print advertising, etc.) and messaging strategies. Choice of communication outlets and messaging strategies should be tailored as appropriate to the program's target demographics, including age, language, trusted sources, etc. Contractors will be required to document participant eligibility in accordance with DYCD's Participant Tracking System (PTS) and CSBG guidance.

Contractors should also consider how they will market the program and recruit coparents for Tier 4 services, in addition to participating fathers. Contractors must coordinate with fathers in the recruitment process and communicate the benefits of participating with a coparent to both the participating father and any coparents considering participating. Contractors may consider other recruitment strategies such as partnering with programs or initiatives serving mothers and/or developing informational materials about the program or about the content covered in the SFI curriculum in advance.

As part of retention activities, contractors will be required to send participants regular activity reminders and conduct follow up with participants after every activity that they enroll in, but do not attend.

In addition to conducting follow-up, contractors will also be responsible for purchasing and administering incentives of \$200 per participant in accordance with guidelines from DYCD to support retention. Contractors will need to properly secure incentives (such as gift cards) and maintain detailed inventory logs with dates and signatures of participants to avoid misuse, theft or loss. Incentives must be disbursed to participants as follows:

- One-hundred and fifty (\$150) per participant of the incentives will take the form of gift cards presented for the completion of the following milestones:
 - Attending and completing orientation (\$25)

- Attending two support group sessions (\$25)
- Completing parenting skills curriculum (\$50)
- Planning and executing a community project (first occurrence) (\$50)
- Fifty (\$50) per participant of the incentives will be awarded based on a plan developed by each contractor and submitted to DYCD for review and approval. Contractors may consider initiatives such as Gift of College.²¹ Please note, entertainment expenses are disallowed.
 - Contractors may want to incentivize participation in additional programming or incentivize other accomplishments such as referring other fathers to the program.
 - The incentive plan should ensure that all participants have an equal chance to earn all available incentives.

Both Fathers and Tier 4 Coparents should be eligible to receive incentives.

- iv. Mental Health Supports:** DYCD's programs already aim to promote mental well-being through the incorporation of social-emotional learning for participants in all program models, as well as foundational environmental supports for positive mental health such as a safe and welcoming environment and respectful and caring relationships with staff. These approaches are outlined in DYCD's Promote the Positive frameworks²². The requirements below do not replace these foundational approaches; they supplement them to support participants who may be experiencing mental health conditions that are impacting their well-being.

DYCD recognizes that while some programs provide mental health supports through licensed mental health professionals on staff, not all programs can provide direct mental health services. In turn, these requirements are focused on improving staff knowledge of the most common mental health conditions and improving access to external mental health services. The goal of DYCD's mental health requirements are to:

- Ensure staff are familiar with common mental health conditions such as depression, anxiety, trauma, and substance abuse.
- Provide participants and family members with information about mental health services to address the most common mental health issues conditions.
- Respond appropriately when time-sensitive mental health services are needed such as suicide prevention and grief and loss for death or incarceration of a family member, and
- Provide referrals to appropriate mental health services as needed.

To support the above goals, contractors must comply with the requirements set out in the section below. Please note, however, DYCD may modify required training modules to adapt to changing program and participant needs and available resources.

- Staff Training
 - All staff must complete the Mayor's Office of Community Mental Health's (OCMH's) Building Connections to Mental Health Support Training (recorded, 1 hour) covering the following topics:
 - [YouTube Link](#) | [OCMH Website Link](#)
 - Mental health and mental illness
 - Engagement and de-escalation strategies
 - Referral and crisis management protocols
 - Mental health resources.

²¹ Please see: <https://www.giftofcollege.com/>

²² https://www.nyc.gov/assets/dycd/downloads/pdf/Positive_Youth_Development_Framework.pdf

- Program Director must complete OCMH's Building Bridges to Support (recorded, 1 hour and 40 minutes) covering the following topics:
- [YouTube Link](#) | [OCMH Website Link](#)
 - Mental health spectrum and mental health crises
 - Importance of implementing an organizational crisis navigation plan
 - Creating and implementing a customized crisis navigation plan for your organization (with the OCMH Crisis Navigation Worksheet).
- Referral Plan
 - Contractors must create a plan and process for mental health referrals that staff should follow when a need is identified through staff observations of participants and/or concerns expressed by participants. The plan must be updated and disseminated at least annually to all staff.

v. Outputs, Outcomes, Reporting, and Evaluation:

Contractors will track and report progress toward outputs and outcomes to DYCD. Outcomes tracked will include program retention, skill gains and reaching ISP goals. A common assessment instrument or instruments will be used to measure participant achievement in all programs. Accurate program and participant data must be entered on a timely basis into DYCD's Participant Tracking System (PTS).

To meet expectations, contractors will meet 100% of the output expectations and participants will meet the outcome attainment expectations as indicated in table below:

Required Activities	Contractor Output Expectations	Participant Outcomes	Outcome Attainment Expectation	Verification Methods
Enrollment	Contractors Enroll 175 Participants Annually: <ul style="list-style-type: none"> • Tiers 1 and 2: 103 Fathers • Tier 3: 36 Fathers • Tier 4: 36 Participants (18 fathers and 18 coparents) 	Participants are successfully enrolled in the program	Contractor meets 100% of enrollment	Enrollment in DYCD's PTS
Orientation	Contractor Holds 1 session every quarter	Fathers attend 1 orientation session	75% of Fathers attend 1 orientation session	Frequency and attendance in PTS
Parenting Skills Training	Supports Tier 1 and 2 Fathers to complete ProFathering15 Offers Fathering in Action Session Quarterly for Tier 1 and 2 Fathers Implements SFI Curriculum for Tier 3 and 4 Fathers/Coparents	Fathers/Coparents complete training and demonstrate knowledge of concepts and skills covered in the curriculum	80% of Fathers/Coparents complete parenting skills training (ProFathering15 or SFI). 80% of Fathers/Coparents completing parenting skills training pass knowledge survey at end of parenting skills training	ProFathering15: Certificate of Completion SFI: Attendance in PTS Pre- and Post Parenting Skills Knowledge Survey
Supervised Visitation Coaching (Tier 3 only)	Contractor Provides Referrals to Visitation Coaching (Tier 3 only)	Fathers participate in Visitation Coaching (Tier 3 only)	--	Record of coaching hours, visitations completed, and total hours of visitation per program year
Case Management	Contractor develops ISP and identifies at least 1 goal for each	Fathers and Coparents achieve at least one ISP	75% of Fathers/Coparents complete at least one ISP	Progress Notes in PTS

	participant	Goal	goal	
	<p>Tier 4 only: Contractor includes at least 1 child-centered ISP goal (with coparent)</p> <p>Contractor contacts each participant at least 1 time per month</p>	<p>Tier 4 only: Fathers/Coparents achieve at least one child-centered ISP goal</p>	<p>Tier 4 only: 75% of Tier 4 Fathers/Coparents complete at least one child-centered ISP goal</p>	
Community projects	<p>Contractor supports/coordinates 2 community projects per year</p>	<p>Fathers Co-lead at least 1 Community Project</p>	<p>50% of Fathers co-lead at least 1 community project</p>	<p>Frequency and Attendance in PTS</p>
Support groups	<p>Contractor facilitates 2 sessions per week</p>	<p>Fathers attend support groups when possible</p>	<p><i>There is no participant-level outcome target for this activity, but providers will be evaluated on the frequency of the sessions</i></p>	<p>Frequency and Attendance in PTS</p>
Family events and activities	<p>Hosts 3 family events or activities per year</p>	<p>Fathers and Coparents attend at least 1 family event or activity</p>	<p>50% of Fathers and Coparents attend at least one of the family events and activities</p>	<p>Frequency and Attendance in PTS</p>
Workshops	<p>Contractor offers 3 workshops offered directly every month</p> <ul style="list-style-type: none"> • Intergenerational/Values Skills • Community Involvement • Legal Services <p>Contractor offers 5 workshops every quarter</p> <ul style="list-style-type: none"> • Job Market • Establishing Parentage • Child Support • Financial Empowerment • Other Topics 	<p>Fathers attend at least 3 workshops:</p> <ul style="list-style-type: none"> • Intergenerational/Values skills • Community Involvement • 1 other of father choice 	<p>75% of Fathers complete at least all 3 required workshops</p>	<p>Frequency and Attendance in PTS</p>

Reporting: Contractors must maintain program files that include registration forms with participant demographic data and enrollment eligibility. Agencies must also maintain records for enrollment, attendance, and referrals made for each participant. Program files must be maintained in a secure location to ensure confidentiality. Providers will also document information about their staff, services and activities they deliver, and other program practices, as determined by DYCD. Accurate program and participant data must be entered on a timely basis into DYCD's Participant Tracking System (PTS).

Evaluation: Contractor performance will be monitored and evaluated by DYCD on a regular basis. DYCD will monitor and evaluate provider performance based on regular reviews of the outputs and outcomes expectations in the table above, as well performance indicators on administrative, program practice, and service quality standards aligned with this RFP. All indicators are subject to change, as determined and communicated by DYCD. Contractors will also be required to cooperate in any evaluation of the program by DYCD or an external evaluator.

H. Community Partnerships -- 8 Points

This section corresponds to the Community Partnerships section in the Questionnaire. The questionnaire asks for six (6) Community Partnership Agreements, Attachment 05, one for each of the required partnerships. This section will be evaluated based on the extent to which the proposer demonstrates evidence of substantive and relevant partnerships and meets the criteria outlined in the Contractor Expectations subsection below. It is worth a maximum of **8 points** in the Proposal Evaluation.

Contractor Expectations and Scope of Work

DYCD defines “community partnership” as an agreement with an *external entity* (e.g., an organization/agency separate from the proposer) whereby the partner will provide specific services or resources that support the program on a short or longer-term basis. Within the spectrum of partnerships defined in DYCD’s Strategic Partnerships Framework,²³ community partnerships would fall within the *Coordinating, Cooperating or Collaboration* levels. *Networking* would not count as a community partnership. Community partners may include subcontractors, co-locators and entities that agree to accept referrals from, or donate specific types of resources to the program.

DYCD will require all contractors to have a total of 13 community partnerships. Six (6) of the community partnerships will be selected by the proposing organization and the contributions the community partner agrees to make to the program will be documented in a *Community Partnership Agreement* submitted with their proposer (see list below). For these six (6) proposed partnerships, proposing organizations will be evaluated on how the partnership will enhance the program for the benefit of participants. DYCD prefers that community partners have 3 years of experience in the last 5 years providing the desired services listed below. Proposers should partner with organizations they already have established connections with and/or organizations based within or connected to the same community, where possible. Contractors may propose up to three community partnerships within their organization, but still need to complete the community partnership form completely and in collaboration with the team/personnel who will be responsible for the services listed. At least three partnerships must be with external entities.

6 Community Partnerships to establish and propose via Community Partnership Agreement at the time of proposal:

- 1 Workforce Development Program (including job placement, training, and career readiness support)
 - Family Development Coaches are expected to facilitate referrals to workforce development program(s) based on participant’s ISP. Contractors should choose at least one to partner with at the proposal stage.
- 1 Legal Service Provider
 - Contractors are expected to coordinate with any Legal Service Provider on monthly legal services workshops. Family Development Coordinators are expected to facilitate referrals to legal service provider based on participant’s ISP.
 - 1 Cure Violence Provider
 - Contractors are expected to work with a Cure Violence (listed in Attachment 09) provider to discuss programming and identify potential candidates for the Fatherhood program. In addition, contractors are expected to facilitate referrals to Cure Violence programs, when applicable.
 - 1 Atlas Provider

²³ Please see: https://www.nyc.gov/assets/dycd/downloads/pdf/Strategic_Partnership_Framework.pdf

- Contractors are expected to work with an Atlas provider (listed in Attachment 09) to discuss programming and identify potential candidates for the Fatherhood program. In addition, contractors are expected to facilitate referrals to Atlas programs, when applicable.
- 1 Healthy Families Provider²⁴
- Contractors are expected to work with one of DYCD's Healthy Family providers (see footnote 31) to discuss programming and identify potential candidates for the Fatherhood program. In addition, contractors are expected to facilitate referrals to Healthy Families programs, when applicable.
- 1 Beacon or Cornerstone provider³¹
- Contractors are expected to work with one of DYCD's Beacon or Cornerstone providers (see footnote 31) to discuss programming and identify potential candidates for the Fatherhood program. In addition, contractors are expected to facilitate referrals to Beacon or Cornerstone programs, when applicable.

The remaining seven (7) partnerships will be established post-award and facilitated by DYCD. Contractors will be expected to maintain and utilize their community partnerships throughout the life of the contract. Contractors should replace any partnerships that end during the contract term, to be approved by DYCD.

7 Community Partnerships contractors will be required to work with the partners below after contract award, facilitated by DYCD (do not need a Community Partnership Agreement):

- NYC Human Resources Administration (HRA)
 - Contractors are expected to regularly liaise with HRA to ensure participants have access to benefits and services in their purview. Additionally, contractors are expected to regularly liaise with OCSS regarding the benefits of the program, the services available and the rules.
- NYC Department of Correction (DOC)
 - Contractors are expected to coordinate with DOC if a participant has an exit plan in place
- NYC Department of Veterans' Services
 - Contractors are expected to coordinate and connect participants with services available through the Department, as appropriate
- NYC Financial Empowerment Center
 - Contractors are expected to coordinate with NYC Financial Empowerment Centers on quarterly financial empowerment workshops. In addition, Family Development Coordinators are expected to facilitate referrals to centers based on participant's ISP.
- Administration for Children's Services (ACS)
 - Contractors are expected to share information and liaise with ACS on fathers' cases, when applicable. In addition, contractors are expected to both facilitate referrals to and receive referrals from ACS.
- Department of Probation (DOP)
 - Contractors are expected to share information and liaise with DOP on fathers' cases, when applicable. In addition, contractors are expected to both facilitate referrals to and receive referrals from DOP.
- Respect and Responsibility (R&R)
 - Respect and Responsibility (R&R) is a free, non-mandated, city-wide program for adults who have caused harm, have been abusive, or are abusive in their relationship(s)

²⁴ Note: Healthy Families, Beacon, and Cornerstone programs are all funded by DYCD and a list of providers can be found on the DiscoverDYCD website: <https://discoverdycd.dycdconnect.nyc/home>

operated by community-based organizations and overseen by the Mayor’s Office to End Domestic and Gender-Based Violence. Program providers utilize a curriculum rooted in trauma informed healing, reflection, and accountability. The program model includes a multi-week intervention and individualized assessments, case management, counseling, and other supportive services for program participants.

To the greatest extent possible, the contractor will also tap into relevant community resources that would meet the identified needs of the participants, such as food assistance, cash assistance, mental health, physical health and nutrition, health insurance access, child support, financial counseling and tax preparation. Contractors may propose any additional partnerships that complement programming along with their proposal.

I. DYCD Approaches – 6 Points

This section corresponds to the DYCD Approaches section in the Questionnaire. The questionnaire asks specifically how the proposer plans to incorporate each of the DYCD Approaches. This section will be evaluated based on the proposer’s program approach to operate the program according to the criteria listed in the contractor expectations subsection below. It is worth a maximum of 6 points in the proposal evaluation.

Contractor Expectations and Scope of Work

DYCD has developed a set of agency-wide approaches that contractors are expected to adopt irrespective of program area or focus. These are grouped under six broad headings:

- a. **Diversity, Equity, Inclusion (DEI).** DYCD expects all contractors to enroll a diverse range of individuals within the population the program is designed to serve. These might include, but are not limited to, people of color, those who identify as LGBTQ (Lesbian, Gay, Bisexual, Transgender or Questioning), those who are homeless or have special needs: for example, English Language Learners (ELLs), students with learning disabilities such as dyslexia, or justice-involved youth such as youthful offenders²⁵. The aim of embracing a DEI approach is to ensure that anyone eligible can enroll and fully participate in the program, irrespective of their particular characteristics, needs or circumstances. The extent to which a DEI approach succeeds, however, can depend on variety of factors including (a) adherence to other DYCD approaches outlined below (e.g., safe and welcoming environment, strengths-based approaches); (b) outreach strategies designed to recruit individuals who are harder to engage; (c) provision of additional supports or services to enable full participation by those with special needs. In the latter case, this might be done directly (e.g., hiring paraprofessionals for students with disabilities; hiring staff with relevant language skills to ensure quality services for ELLs) or indirectly (e.g., making referrals to professionals who screen students for learning disabilities or diagnose mental health issues).
- b. **Safe and Welcoming Environment.** All DYCD programs are expected to create and maintain a friendly, supportive environment and sense of belonging where everyone feels welcome and is treated with dignity and respect regardless race, ethnicity, culture, religion, background, disability, or any other factors that can cause individuals to be perceived as different and treated differently.
- c. **Strengths-based Approaches.** In line with its mission, vision, and Theory of Change, DYCD emphasizes the critical role of strengths-based approaches in helping individuals, families, and communities to thrive. These approaches value individual and community assets that are seen as vital to the achievement of program goals and outcomes. DYCD expects all contractors, for example, to intentionally incorporate participant “voice and choice” as programs are implemented,

²⁵ For the definition of youthful offender, see: <https://nycourts.gov/courthelp/Criminal/youthfulOffender.shtml>

developed, and evaluated, as well as civic engagement projects that are selected, shaped, and conducted by participants.²⁶ These and other strengths-based strategies yield multiple benefits, including acquisition of new knowledge, broadening of horizons, and development of significant life skills.

DYCD's "Promote the Positive" guide describes ways in which DYCD contractors are expected to infuse youth programs with the strengths-based principles and practices that characterize Positive Youth Development (PYD), Social and Emotional Learning (SEL), and Youth Leadership Development (YL).²⁷ PYD is an assets-based approach that fosters healthy human development and resilience. SEL involves the intentional development of key social and emotional competencies that everyone needs to thrive. YL builds on the SEL competencies, focusing on action and reflection to reinforce new skills and lessons learned, build confidence, and equip participants to respond to emerging challenges, take on leadership roles, and effect change in their communities.

- d. **Family Engagement.** All DYCD programs are expected to embrace the principles and vision that underpin DYCD's "Circles of Support: A Family Engagement Framework."²⁸ DYCD adopts a broad definition of 'family' that includes non-blood relatives. Programs are expected to create opportunities for those able to exercise a positive influence on program participants and encourage their consistent engagement with the program: for example, by involving family members in marketing and recruitment strategies, providing ongoing information about activities, and inviting family members to attend program events and celebrations. The Circles of Support Toolkit focuses on three critical strategies: Communication, Participation, and Partnerships. The overall aim is to create mutually beneficial circles of support, built on trust and the notion that programs and families share responsibility for participant success.
- e. **Holistic Approach.** DYCD expects all contractors to respond to participant needs in a holistic manner. Thus, irrespective of their specific area of focus, programs are expected to find ways to expand resources for participants and their families by providing information about, and connecting them to, additional services through the formal and informal collaborations. Through these relationships and partnerships programs build the provider networks and community service hubs that provide easy access to relevant services beyond the scope, capacity, and focus of individual programs.⁴ Examples might include partnerships designed to connect participants to mental health supports, help them access benefits, paid internships, jobs or career readiness programs. To successfully operationalize the holistic approach, in addition to establishing meaningful relationships with other service providers, programs must ensure all their staff are equipped to provide reliable information about available resources and make relevant referrals. In short, the adoption of a holistic approach enables individual programs to better address participant needs and maximize their impact via an efficient and transparent system of pathways to a broad range of local and citywide services.
- f. **Outreach and Marketing Strategies.** DYCD expects all contractors to adopt inclusive and accessible outreach and marketing strategies that effectively communicate information about services in line with agency guidelines.²⁹
- g. **Results Oriented Measurement and Accountability (ROMA) Framework.** DYCD adheres to the Results Oriented Measurement and Accountability (ROMA) framework when planning programs

²⁶ See https://www1.nyc.gov/assets/dycd/digital_toolkit/flip_book_civicingagement.html

²⁷ See <https://www.flipsnack.com/nycdycd/dycd-promote-the-positive-flipbook-for-rfp.html>. This document includes a series of Frameworks developed by DYCD.

²⁸ See [Circles of Support -a-family-engagement-framework](#)

²⁹ Please see: The Mayor's Office for People with Disability, [Digital Accessibility Resources](#), for examples of inclusive and accessible marketing strategies

supported by CSBG funding. It expects the funded organizations to also consider the ROMA framework to maximize the achievement of results.

ROMA is a framework that incorporates the use of outcomes/results into the administration, management, operation, and evaluation of human services. The ROMA “accountability cycle” includes the following steps: (1) Assessment (identifying community needs and organization resources, using organization data), (2) Planning (devising a plan for services that supports the organization mission to meet an identified need and uses organization resources to support the outcomes), (3) implementation (putting strategies in place to achieve results), (4) achievement of results (identifying expected and actual numbers who will attain the outcomes), and (5) evaluation (examining program results and organization data to improve program management and decision-making).³⁰

Providers should use the five key questions developed by Peter Drucker,³¹ an acknowledged management expert, to assess what they can do to improve the organization’s performance:

1. What is our mission?
 - Does the mission identify the population, the types of services to be offered, the expected outcomes, and the relationships with other organizations that will further the mission?
2. Who is our customer?
 - Drucker identifies two types of customers: primary customers who are the recipients of services and whose lives will be impacted by program participation, and supporting customers who may be funders, policy makers, family members, partners, and others who have input into services. Both must be assessed.
3. What does the customer value?
 - What satisfies the customers’ needs, wants, and aspirations? Agencies make assumptions about what customers value, but customers must be asked themselves. The agency can then compare the differences and assess what impacts results.
4. What are our results?
 - Each agency must identify its successes and show clear documentation of the success. If the agency discovers that it has not produced results, it must decide which services should be strengthened or abandoned.
5. What is our plan?
 - A written plan guides the implementation of strategies to achieve results. It should include mission, vision, goals, objectives, action steps, a budget, and appraisal. A well-written plan leads to sound agency management and accountability, provided the plan is implemented well. Dr. Reginald Carter identified seven key questions that should be answered before a plan is put in place:³²
 - o How many clients are you serving?
 - o Who are they?
 - o What services do you give them?
 - o What does it cost? What does it cost per service delivered?

³⁰ F. Richmond and B. Mooney, Introduction to Results-Oriented Management and Accountability (ROMA), The Center for Applied Management Practices, 2012.

³¹ P. F. Drucker, The Five Most Important Questions You Will Ever Ask About Your Organization, Leader to Leader Institute, 2008.

³² Op. cit., Richmond and Mooney.

- o What happens to the clients as a result of the service?
- o What does it cost per outcome?

These questions frame criteria for accountability that include both efficiency and effectiveness measures.

J. Program Facility and Equipment – 5 Points

This section corresponds to the Program Facility and Equipment section in the Questionnaire. The questionnaire asks specifically about the proposed facility and necessary equipment. This section will be evaluated based on the extent to which the proposer demonstrates the appropriateness of the proposed program facility(ies) and equipment according to the criteria listed in the contractor expectations subsection below. It is worth a maximum of 5 points in the proposal evaluation.

Contractor Expectations and Scope of Work

Each contractor would:

- a. Have site control of an adequate program facility for the life of the contract.
 - i. Contract award shall be subject to demonstration by a selected proposer that it has, or will have by the conclusion of contract negotiations, site control of a program facility. A copy of the lease or letter of intent should be submitted with the proposal.
 - ii. Site changes require DYCD approval
 - iii. The facility must meet the following conditions:
 - Appropriate size and design to adequately accommodate program staff, participants, and program services.
 - Compliant with the local fire, health, and safety standards.
 - A log of required safety and fire drills is maintained.
 - Easily accessible by public transportation.
 - Compliant with the Americans with Disabilities Act (ADA) or, if not, access to other suitable space is in place to make activities accessible to persons with disabilities.
- b. Have adequate and appropriate technology and equipment to deliver service requirements such as having computers available for participants to complete the ProFathering15 modules.
- c. Ensure staff members have access to computers and a high-speed Internet connection; a Microsoft Windows operating system that is no older than three generations from the current version (as of 2022, Windows 10 is the oldest version supported); an up-to-date browser; antivirus software; and a computer system that employs hierarchical password protection to define and restrict access to specified users. Firewall software or hardware is strongly recommended. Contractors must notify DYCD immediately (no later than within 24 hours) if an employee who has access to any DYCD system leaves employment or loses access rights for any other reason.

K. Budget Management – 5 Points

This section corresponds to Budget Management section in the Questionnaire. The questionnaire asks specifically for the Budget Management and Summary Form. The section will be evaluated according to the criteria listed in the contractor expectations subsection below. It is worth a maximum of 5 points in the proposal evaluation.

Contractor Expectations

Each proposing organization should submit a budget summary form outlining their proposed annual budget with the following criteria:

- a. The contractor should represent the costs to provide services for the proposed program in the proposed annual budget:
 - i. The costs associated with the budget should enable the effective delivery of services for the proposed program.
 - ii. The budget should be consistent with the proposed program design.
- b. Contractor's total funding annual request should be based on the anticipated funding and payment structure:
 - a. Contractors should use the anticipated annual Price per Participant (PPP) for Fiscal Year 2026: \$2,564*. Each award is anticipated to serve approximately 175 participants.

Proposers are encouraged to enhance programs through leveraging additional funding and other resources from other sources.

Section 3 – Administrative Requirements

L. Policies and Procedures

Each contractor would:

- a. Comply with all DYCD policies and administrative procedures. These requirements include compliance with DYCD contract obligations, including data collection and reporting; cooperation with DYCD regarding site visits that are conducted for the purpose of inspecting physical plant, operations, participant services, and other documentation required to demonstrate compliance with DYCD contract obligations.
- b. Provide monthly invoice reports and maintain administrative and supporting documents using DYCD electronic invoicing systems and other systems as specified by DCYD.
- c. Create and maintain accounts through the Payee Information Portal (PIP) system, an online reporting system that allows contractors and subcontractors to manage their own contact information, view financial transactions with the City of New York, and record subcontractor payments. For more information go to www.nyc.gov/PIP. In addition to PIP subcontractors are encouraged to create and maintain accounts in PASSPORT. As of the Fall of 2024 PASSPORT allows Users to identify subcontractors and track payments to subcontractors. While Agencies can utilize PASSPORT to approve/deny subcontractors and monitor payments.
- d. Have an appropriate social media policy to guide social media communications between staff and participants; at a minimum the contractor would follow DYCD's policy.
- e. Ensure safety and emergency plans, including social distancing, masking and remote operation.
- f. Notify DYCD within 24 hours when an employee separates from employment or within 1 hour if the employee has been terminated.

M. DYCD Online Applications

To access DYCD hosted applications in DYCDConnect, the contractor would:

- a. Ensure every user accessing a DYCD application must have their own individual account that is not shared with any other individual and meets the below specifications when registering a user account.
 - Each individual's real name and contact information must be used.
 - A private email domain must be used (i.e. username@provider.org) to register the account. Public email domains (i.e. username@gmail.com) are not permitted.
- b. Use Multi-Factor Authentication when accessing DYCD hosted applications, which requires use of a phone line or authenticator app.