



District Attorney of
New York County

February 28, 2019

The CUNY Institute for State and Local Governance (ISLG) appreciates your interest in the Request for Proposals (RFP) for West Harlem Community Reentry Project.

This addendum includes answers to questions submitted to ISLG via the CJII Application Portal by February 8, 2019.

ANSWERS TO APPLICANT QUESTIONS

West Harlem Community Reentry Project

We answer specific applicant questions below, but first want to provide a summary of the required elements of an application and clarify the process to upload “attachments” to the FluidReview application portal:

The CJII application portal will prompt applicants to submit an application form and also provide you with an opportunity to upload the required elements of the application.

Section VI.I of the RFP lists the required elements of the application. The following sections, as per Section VI.I, should be uploaded through the portal as individual elements:

- The Cover Letter
- The Project Narrative
- The Performance Measurement Section
- The Organization Capacity Section (In addition to the narrative, this section should include letters of support/commitment and audit report/certified financial statement. These "attachments" may be submitted under "additional attachments" within the FluidReview system.
- The Experience Section (In addition to the narrative, this section should include resumes of key staff. These "attachments" may be submitted under "additional attachments" within the FluidReview system.
- The Project Budget Narrative Section
- The Project Budget
- Fiscal Sponsorship Agreement (if applicable)

If you encounter any challenges with your application submission, please contact us at cjii@islg.cuny.edu.

ELIGIBILITY: APPLICANT

We received a number of questions regarding whether the lead applicant and its partner(s) are required to be located in a specific neighborhood / zip code. We address those questions below.

ANSWER: While DANY envisions the West Harlem Community Reentry Project as a local, collaborative, and community-driven project (see Section I.A), this solicitation does not require that the lead applicant or its partner(s) be located in a specific neighborhood or zip code. In describing the project design (see Section VI.B.1.v), applicants should address where each project element will operate and how that location is accessible to members of its focus population. In addressing the project’s cultural, linguistic, and population-specific competency (see Section VI.B.1.vi), applicants should also discuss the program’s physical setting or location of services.

Evaluation criteria to be used to identify the winning proposal, alongside the goals and priorities of CJII stated in this RFP, are located in Section VII.B. Contract award(s) will

be made to the applicant(s) whose proposal(s) are determined to be most advantageous, taking into consideration the price and such other factors and criteria set forth in the RFP (see Section VII.D).

QUESTION: Can an agency respond to one of three program objectives independently?

ANSWER: An award is available through this RFP for a community healing, reentry, and violence prevention project that includes restorative justice practices, credible messengers, and a capacity-building incubator for local community-based organizations to support individuals reentering to, and to prevent future violence in, the Manhattanville and Grant Houses and surrounding area in Manhattan (see Section 1.C). To be considered responsive, scored by the evaluation team, and considered by DANY for funding, an application must propose to plan and implement a community healing, reentry, and violence prevention project that includes the following elements: restorative justice, credible messengers, and a capacity-building incubator (see Section VII.C). Submissions that do not meet this and other minimum requirements set forth in the solicitation (see Section VII.C) will be disqualified.

If an organization is not inclined to apply as the lead entity on this project but is interested in administering one of the three required project elements then it should apply through this RFP in partnership with a lead entity (for additional detail see responses to questions in below section on Collaboration and Partnering).

QUESTION: Do the organization or organizations have to be 501c3?

ANSWER: No, the lead applicant and its partner organization(s) (i.e., subcontractor(s)) are not required to have 501(c)(3) status to receive funding through this RFP. As noted in the solicitation (see Section IV.C.1), applicants may be for-profits, nonprofits, or governmental entities (note that asset forfeiture funds (i.e., the source of CJII funding) cannot be used to fund government staff salaries). Non-profits without 501(c)(3) status may apply but are required to have a fiscal sponsor in place upon proposal submission. If a nonprofit without 501(c)(3) status seeks to apply for funding through this RFP, then the organization's fiscal sponsor should serve as the applicant (see Section VI.H). In such instances, and as stated in Section VI.H of the solicitation, applicants should state the name of the fiscal sponsor; outline the responsibilities of the fiscal sponsor; and outline their obligations to the fiscal sponsor. Applicants should also submit any fiscal sponsorship agreement.

QUESTION: Does there need to be a previous work history with the area or developments?

ANSWER: The RFP does not require that a lead applicant or its partner(s) have experience serving the focus community of Manhattanville and Grant Houses and surrounding area. However, as stated in Section IV.CI, applicants should have the staff, relationships, and resources necessary to implement their proposed project or should demonstrate the ability to acquire and develop them in a timely manner upon being funded for an award through this RFP. In the proposal submission, applicants should provide a description and evidence of system/community ties of the applicant and any

subcontractors, specifically as they relate to the populations to be served and community where programming will be delivered (see Section VI.D) and describe the applicant and its level of familiarity/experience with the focus community (see Section VI.E).

Evaluation criteria to be used to identify the winning proposal, alongside the goals and priorities of CJII stated in this RFP, are located in Section VII.B. Contract award(s) will be made to the applicant(s) whose proposal(s) are determined to be most advantageous, taking into consideration the price and such other factors and criteria are set forth in the RFP (see Section VII.D).

QUESTION: Who can take lead on this project?

ANSWER: The RFP addresses applicant eligibility in Section IV.C1. As stated in the RFP, applicants may be for-profits, nonprofits, or governmental entities (note that asset forfeiture funds (i.e., the source of CJII funding) cannot be used to fund government staff salaries). Applicants will serve as the lead entity and, through partnership with one or more than one entity, administer the three required elements of the intervention (i.e., restorative justice, credible messengers, and capacity-building incubator).

CJII is committed to funding community-based initiatives and helping community-based organizations to develop capacity where needed. As such, organizations of varying sizes and capacity are eligible and encouraged to apply. Applicants, however, should have the staff, relationships, and resources necessary to implement their proposed project or should demonstrate the ability to acquire and develop them in a timely manner upon being funded for an award through this RFP.

QUESTION: Due to funding constraints we are not able to work onsite with registered sex offenders. Would this preclude us from applying from the grant if we can provide services for said group at a different location and/or have established linkage agreements with other agency service providers?

ANSWER: Registered sex offenders are not the specific focus population of the envisioned West Harlem Community Reentry Project. It is possible, however, that an individual(s) to be served via this project could be a registered sex offender. Not being able to serve this population onsite does not preclude an organization from applying. In describing the project design, applicants should address any anticipated challenges to receiving participant referrals and/or engaging clients, and plans to address those challenges (see Section VI.B.1iii).

Evaluation criteria to be used to identify the winning proposal, alongside the goals and priorities of CJII stated in this RFP, are located in Section VII.B. Contract award(s) will be made to the applicant(s) whose proposal(s) are determined to be most advantageous, taking into consideration the price and such other factors and criteria are set forth in the RFP (see Section VII.D).

PROJECT DESIGN: GENERAL

QUESTION: Is there a preferred evidence-based practice approach? Are you suggesting evidenced-based manualized services from providers?

ANSWER: A project proposed in response to this solicitation must include, at a minimum, three project elements: restorative justice, credible messengers, and a capacity-building incubator (see Section IV.C). DANY does not prescribe a specific evidence-based practice approach or manualized program for the required restorative justice or capacity-building incubator project elements. While DANY does not require a specific evidence-based practice approach or manualized program for the credible messenger project element at large, DANY does seek a credible messenger program that, in addition to delivering individualized mentoring support to clients, also delivers and engages clients in a structured, curriculum-based group mentoring program informed by the principles of cognitive-behavioral therapy (see Section IV.C.3). In describing the project design (see Section VI.B.1b), applicants should point to the literature, theories, and/or evidence that suggest that each proposed project element would be effective in meeting the goals and objectives of the West Harlem Community Reentry Project (see Section IV.B).

QUESTION: Is there any previously funded work that this project is expected to build on (funded either by CJII or another entity)?

ANSWER: This project is conceived as a stand-alone project that is not dependent on previously funded work (by CJII or another entity) to meet its goals and objectives. However, as stated in Section IV.C2, DANY anticipates that for this project to succeed, it will need to be a collaborative effort, utilizing and engaging the strengths and knowledge of existing local efforts and community-based organizations of varying sizes and capacity. As such, the funded applicant will be expected to collaborate with not only its subcontractor(s) in the planning and implementation of the project but also relevant system and community partners (see Section IV.C4).

As stated in the solicitation (see Section III.B), applicants should be willing to work with the CJII Community Navigators and CJII Youth Opportunity Hub in West Harlem and may be expected to work with other CJII-funded organizations/programs that are serving the same or similar populations through initiatives such as Social Enterprises, Reentry Services and Supports, and Increasing Access to Services for Survivors of Crime (see CJII.org for information). Regarding the Youth Opportunity Hub in West Harlem, DANY expects that credible messengers funded through this project will connect youth and young adult clients in need of supportive services to the Hub as appropriate. Regarding the Community Navigators, at the time of this RFP Addendum release, the Community Navigators are focused on serving East Harlem. While the service area for the Community Navigator program may expand to include West Harlem during the period for which the West Harlem Community Reentry project is expected to operate, this expansion in service area and the program's capacity to take on new clients is not

guaranteed and, therefore, access to this resource by the applicant to be funded via this RFP is not guaranteed.

QUESTION: If we are selected to partake in this initiative, will we have an opportunity to introduce/implement our programs with district attorneys in the city?

ANSWER: Funding through this solicitation is made available by the Manhattan District Attorney's Office's Criminal Justice Investment Initiative and intended to support a project serving the Manhattanville and Grant Houses and surrounding area in Manhattan. Specifically, an award is available through this RFP for a community healing, reentry, and violence prevention project that includes restorative justice practices, credible messengers, and a capacity-building incubator for local community-based organizations to support individuals reentering to, and to prevent future violence in, the Manhattanville and Grant Houses and surrounding area in Manhattan (see Section I.C).

The Manhattan District Attorney's Office is committed to measuring performance for CJII initiatives, including the project to be funded through this solicitation, so that others (locally and nationally) may learn from and build on those initiatives (see Section III.D).

PROJECT DESIGN: CAPACITY-BUILDING INCUBATOR

QUESTION: Are there any requirements for how the incubator subgrants should be dispersed? For example, is DANY expecting the lead to have candidates in mind or to use the planning period to identify them? Or does DANY expect the lead to run a competitive RFP process?

ANSWER: As stated in the RFP (see Section IV.C3), DANY expects that the entity responsible for administering the capacity-building incubator (i.e., either the lead entity or a subcontractor) will identify, through an application/selection process, a cohort of 3 existing local community-based organizations to each receive micro-grants of up to \$20,000 per year over three years. DANY does not expect the applicant to have micro-grant candidates in mind at the time of application submission, but rather to identify them through an application/selection process to be carried out during the planning phase of the to-be-awarded contract. DANY's preference is for the application/selection process to be conducted during the planning phase as this will allow for the administration of the 3-year micro-grants to align with the 3-year implementation phase of the project.

The application/selection process to be designed and administered by the entity responsible for administering the capacity-building incubator should be a competitive process but it does not have to be a formal RFP process. For example, it could consist of a less intensive written application, an interview, a pitch series, site visit demonstrations, and/or another competitive process. The applicant should identify an application/selection process that is best suited to identifying appropriate micro-grantees. While the process

should be competitive, it should not create a barrier to entry for local/grassroots organizations that may not have development/grant-writing capacity.

QUESTION: Will the lead agency be responsible for monitoring and/or evaluating micro grantees?

ANSWER: The capacity-building incubator (one of three required project elements) is to be administered by an entity—the lead entity or a subcontractor—with relevant knowledge and experience in grants administration and/or nonprofit management (see Section IV.C3). As stated in the RFP, the entity will be responsible for providing funding, oversight, and training and technical assistance to organizations selected to receive funding via the incubator (i.e., micro-grantees). The entity responsible for administering the capacity-building incubator is responsible for monitoring (i.e., oversight of) grantee activities as it is responsible for ensuring the appropriate expenditure of micro-grants as well as provide tailored training and technical assistance to micro-grantees. The entity responsible for administering the capacity-building incubator is not responsible for evaluating micro-grantees' funded programs/services.

QUESTION: The microgrants are capped at three organizations awarded up to \$20k/year for three years; however, are we able to spread the grant among more organizations if we still stay within the \$20k/yr cap?

ANSWER: The microgrants are capped at three. DANY expects that the capacity-building incubator will award annual grants of up to \$20,000 to three existing local community-based organizations over three years (see Section IV.C.3). The micro-grants are intended to support anti-violence work serving the Manhattanville and Grant Houses and surrounding area. DANY's expectation is that the micro-grant funding (up to 60K per year (i.e. up to 20K per year for each micrograntee) for 3 years) will be distributed to three organizations to allow for meaningful monetary investment in each organization and also to limit the number of organizations participating in the incubator to ensure the entity responsible for administering the incubator has the capacity to provide tailored training and technical assistance to its grantees.

QUESTION: The microgrants are awarded to existing local community-based organizations. Is "local" defined as within the established boundaries of Manhattan Community District 9 (West Harlem) or some other boundary (i.e., exclusively what's defined in the RFP "Manhattanville and Grant Houses and surrounding area")? Additionally, does the organization need to have an office in this local area or have programs already serving the local area if their offices are elsewhere?

ANSWER: Micro-grants are intended to support anti-violence work serving the focus community of the "Manhattanville and Grant Houses and surrounding area" (See Section II). The intent of the micro-grants are to resource existing local community-based organizations in administering services and supports to promote public safety in the

Manhattanville and Grant Houses and surrounding community. While this solicitation does not set forth requirements regarding the eligibility of micro-grant recipients in terms of their office location or existing programming, DANY expects that the micro-grantees to be selected will be well-positioned to meaningfully support anti-violence work serving the focus community of the Manhattanville and Grant Houses and surrounding area. The entity responsible for administering the capacity-building incubator may elect to define place-based eligibility requirements as part of the application/selection process it is to administer.

QUESTION: Just for clarification, the partners subcontracted to perform the project elements (restorative justice, credible messengers, and the capacity-building incubator) are different from the organizations awarded microgrants, correct?

ANSWER: Yes, the partner(s) to-be subcontracted by the lead entity to administer the required project elements (restorative justice, credible messengers, and the capacity-incubator) are different from the organizations to be awarded microgrants via the capacity-building incubator. While the applicant (lead entity) may identify its subcontractor(s) in its proposal submission, it is not expected that the applicant will identify organizations to receive microgrants in its proposal submission since micro-grant recipients are to be identified via an application/selection process to be carried out ideally during the planning phase.

POPULATIONS TO BE SERVED

QUESTION: Will the Manhattan DA provide us with the contact information and status update on the individuals impacted by the June 2014 law enforcement arrest/prosecution?

ANSWER: As stated in the RFP, there were 103 individuals arrested in association with the Manhattanville and Grant indictments that stemmed from the June 2014 law enforcement intervention. A status update (as of January 2019) of these 103 individuals is available in the Manhattanville and Grant Fact-Sheet (see Appendix 3). Applicants are encouraged to consider this fact sheet in developing their project design.

Following the issuance of an award through this solicitation, DANY expects to be a system-partner to the funded applicant (see Section IV.C.4), the details of which will be shared once we award a contract.

COLLABORATION & PARTNERING

We received a number of questions about how organizations can go about partnering with other organizations as part of a proposal submission and what subcontracting with a lead applicant will entail. We respond to those questions here.

ANSWER: DANY is seeking applications from lead entities (lead applicants) that form a partnership(s) or leverage existing partnerships with one or more entities with relevant expertise to plan and implement the project. The lead entity is required to engage one or more partners to deliver the required project elements, and is responsible for developing and administering a cohesive intervention, identifying and supporting coordination and collaboration across the required project elements (see Section IV.C.2). Lead entities should identify their partners in their application and are required to provide a letter of support/commitment from any entity named in the application as a provider of one or more of the three required project elements (see Section VI.D).

If an organization is not inclined to apply as the lead entity on this project but is interested in administering one of the three required project elements, then it should apply through this RFP in partnership with a lead entity. DANY does not anticipate that there will be a later RFP to call for partners and subcontractors for this project.

If awarded funding through this RFP, the lead entity (applicant) will hold the primary contact awarded under this RFP and the applicant will subcontract with the partner provider(s) (See Section III.B). DANY anticipates that any agreement entered into as a result of this RFP will be with DANY as the contracting party and ISLG as DANY's agent supporting the initiative. The contract template, which is attached to the RFP as *Appendix 6*, includes terms that govern the subcontracting process under the DANY prime contract (see Appendix 6, Section III Subcontracting).

QUESTION: Will a list of organizations wishing to work on this project be provided or can a group email be created for collaborating?

ANSWER: With regards to partnering with others on applications, we created the Criminal Justice Investment Initiative networking group on LinkedIn to help connect service providers who may be interested in working together to propose programs in response to [various CJII RFPs](#). You can share information about your organization and see what other service providers are offering and connect. Participation in the group is voluntary and will not be a factor in selecting the proposals to be funded.

QUESTION: Can you provide the contact information for the other CJII-funded projects mentioned in the RFP, including the Youth Opportunity Hub in West Harlem, Community Navigator Program, etc.?

ANSWER: As indicated on CJII's website, the Youth Opportunity Hub serving West Harlem is operated by Community Connections for Youth (CCFY) and the Community Navigator Program is operated by the Silberman School of Social Work at Hunter College.

This solicitation stipulates that providers that receive funding through this RFP should be willing to work with CJII's Community Navigator Program and CJII's Youth Opportunity Hub in West Harlem. DANY expects the funded applicant for the West Harlem Community Reentry Project, specifically the entity responsible for administering

the credible messenger project element, to refer clients, where appropriate, to the CJII Youth Opportunity Hub in West Harlem for services (see Section IV.C.3). While the funded applicant should be willing to work with the Community Navigators if it is determined during the planning or implementation of the project that doing so would aid the project in achieving its goals (see Section III.B), the Community Navigators are currently focused on serving East Harlem and do not have a presence in West Harlem. It is possible that the program may expand to include service to West Harlem during the period for which the West Harlem Community Reentry Project is expected to operate, but this expansion is not guaranteed. As such, while applicants should be willing to work with Community Navigators if it is deemed appropriate by the applicant, DANY and the Community Navigators over the course of project planning or implementation, applicants should not expect to have access to this resource.

QUESTION: Since we identify the partners/subcontractors as a part of our proposal, how flexible is it if we find we need to change subcontractors after submitting?

ANSWER: As stated in a response to an earlier question, DANY is seeking applications from lead entities (lead applicants) that form a partnership(s) or leverage existing partnerships with one or more entities with relevant expertise to plan and implement the project. The lead entity is required to engage one or more partners to deliver the required project elements. The lead entity is responsible for developing and administering—in a collaborative manner and informed by its partner(s) and members of the community to be served—a cohesive intervention, identifying and supporting coordination and collaboration across the required project elements. Lead entities should identify their partners in their application and describe in detail how the applicant will, in collaboration with its proposed partners, provide the proposed services and achieve the goals of this initiative (see Section VI.B). Submissions must also address the organizational capacity (see Section VI.D) and experience (see Section VI.E) of the applicant and any subcontractors, including attaching letters of support/commitment from any entity named in the application as a provider of one or more of the three required project elements.

If an applicant were to seek to change a subcontractor after proposal submission, DANY would take this into account and would need to approve the change. If a proposed change in subcontractors is assessed by DANY to place the project at risk, DANY may elect to proceed with a different lead entity.

Lead applicants should carefully vet their proposed partners and subcontractors to avoid, to the extent possible, the need to propose a change to their partners following their proposal submission.

Evaluation criteria to be used to identify the winning proposal, alongside the goals and priorities of CJII stated in this RFP, are located in Section VII.B. Contract award(s) will be made to the applicant(s) whose proposal(s) are determined to be most advantageous, taking into consideration the price and such other factors and criteria are set forth in the RFP (see Section VII.D).