



District Attorney of  
New York County



CUNY INSTITUTE  
FOR STATE & LOCAL  
GOVERNANCE

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The CUNY Institute for State and Local Governance (ISLG) appreciates your interest in the Request for Proposals (RFP) for Family and Youth Development Programs.

This addendum includes answers to questions, submitted via email to ISLG by July 8, 2016.

## ANSWERS TO APPLICANT QUESTIONS Family and Youth Development Programs

### MOST COMMON QUESTIONS AND RESPONSES

#### RE: ELIGIBILITY CRITERIA

- Proposed programs should be family-based and designed to prevent justice system involvement and other negative life outcomes, as described in *Section IV* and *Appendix 3* of the RFP. Applicants may decide to *implement or expand an existing evidence-based, promising, or innovative family and youth development approach* that addresses the needs of the populations to be served.
- Applicants serving families from any neighborhood in Manhattan may apply for funding, though preference will be given to those who serve families from the four focus neighborhoods listed in the RFP.

#### RE: EVALUATION AND PERFORMANCE MONITORING

- Applicants should identify any area (e.g., technical, managerial, financial; connecting with referral sources, developing partnerships) where capacity building assistance from ISLG or another entity could be helpful (e.g., developing operational plans; performance monitoring and/or evaluation design).
- Applicants may incorporate the cost of performance monitoring and data collection into their budgets, including portions of the contract term during which direct services will not be provided.

### ELIGIBILITY: GENERAL

**We received several questions regarding general eligibility criteria and eligibility for specific types of programs. This explanation serves to address those questions.**

**ANSWER:** Proposed programs should be family-based and designed to prevent justice system involvement and other negative life outcomes, as described in *Section IV* and *Appendix 3* of the RFP. Applicants may decide to *implement or expand an existing evidence-based, promising, or innovative family and youth development approach* that addresses the needs of the populations to be served. Eligible programs include those with portable approaches (e.g., in-home support), those within a defined physical location, and with any other program model that is relevant to this RFP, supports CJII's goal of improving public safety, and focuses on prevention. As specified in *Section VII.A* of the RFP, all proposals received by ISLG will be reviewed to determine whether they are responsive to the requisites of this RFP. Proposals that are determined by ISLG to be non-responsive will be rejected from consideration of funding. DANY and ISLG anticipate that future funding opportunities may focus on workforce development, trauma, and other issues affecting public safety and fairness and efficiency in the justice system. All current funding opportunities can be found [here](#), and the CJII strategic plan can be found [here](#).

**QUESTION: Are colleges eligible applicants for the new CJII grant programs?**

**ANSWER:** Eligibility for investments funded under CJII will be defined in the solicitation for each investment. For the *Family and Youth Development Programs* RFP, colleges in New York State and faculty/staff employed by them are eligible to apply. See *Section IV.B.1* for more information on eligibility criteria.

**QUESTION: Are government agencies eligible to apply for the Family and Youth Development Programs grant funding?**

**ANSWER:** Government agencies are eligible to apply for funding under the *Family and Youth Development Programs* solicitation. However, government staff are not permitted to be funded via this initiative. All funding directed to government agencies under this initiative must support service delivery and cannot be contracted through a separate competitive solicitation process.

**QUESTION: Is the opportunity open to private corporations or are the RFPs solely for non-profit 501(c)(3) organizations?**

**ANSWER:** Private corporations, not-for-profit organizations, and governmental entities are eligible for this funding opportunity, provided that they meet the eligibility criteria defined in *Section IV.B* of the RFP. However, government staff are not permitted to be funded via this initiative.

**QUESTION: Can an organization not based in NYC looking to replicate an evidence-based program in NYC apply for this opportunity or is it only open to NY-based institutions?**

**ANSWER:** The proposed programs should serve families with children up to age 21 in Manhattan, with preference given to applicants serving families from one or more of the following four focus neighborhoods: East Harlem, Central and West Harlem, Washington Heights, and Lower East Side. Applicants may replicate a program with demonstrated effectiveness elsewhere, though the funded applicant must be located in or serve families from Manhattan.

**QUESTION: Would non-traditional youth-serving organizations that do not have a direct focus on criminal justice be competitive for this RFP?**

**ANSWER:** Organizations, regardless of whether or not they have a direct focus on criminal justice, are encouraged to apply for funding under this investment provided their proposed program meets the criteria outlined in the RFP. Applicants should explain how their current and/or previous work is relevant, and how this knowledge and experience will be leveraged in the Planning (if applicable) and Implementation of the proposed project. See *Sections VI.C* and *VI.D* of the RFP for more information on applicant experience and capacity.

#### **ELIGIBILITY: PROGRAM DESIGN**

**QUESTION: What are CJII's data collection expectations for drop-in programs versus enrollment-based programs?**

**ANSWER:** Eligibility is not limited to drop-in, enrollment-based, or other program models. For instance, eligible programs include those with portable approaches (e.g., in-home support) as well as those within a defined physical location. Programs funded by CJII could serve families anywhere on the continuum from early to targeted prevention, from expectant parents to families with children up to age 21. Performance monitoring requirements apply to all funded programs, regardless of program type. Performance metrics will be tailored to individual programs, however.

**QUESTION: Are direct service programs the sole focus of the RFP?**

**ANSWER:** Proposed programs should be family-based and designed to prevent justice system involvement and other negative life outcomes, as described in *Section IV* and *Appendix 3* of the RFP. Proposed programs should be relevant to this RFP, support CJII's goal of improving public safety, and focus on prevention.

**QUESTION: Is the provision of family therapy, counseling, and other related services a necessary component of a competitive application?**

**ANSWER:** Provision of family therapy and/or counseling is not a necessary component of a competitive application, though it may be included. For a list of types of eligible programs, please see *Section IV.B* and *Appendix 3* of the RFP. Applicants may propose any type of program provided that it: is family-based; is relevant to this RFP; supports CJII's goal of improving public safety; is situated within a broader approach to prevention; and offers an evidence-based, promising, or innovative approach (also see *Sections III.A* and *IV*).

**QUESTION: In the RFP, it states that the planning phase can last up to six months, beginning in fall 2016, and implementation should last three years. Is it possible for programs serving families with children in school to propose a program design that aligns with the school year? In this case, programs would need at least a 9-month planning phase, if the grant begins approximately in October of 2016.**

**ANSWER:** Programs may be timed to align with the school year. Funding is earmarked for 6 months of planning, but DANY and ISLG acknowledge the need for flexibility to account for the variety of factors that can influence the length of the planning and review period.

**QUESTION: If the proposed program is a pilot, but incorporates components from other programs we have operated in the past that have been evaluated and considered successful, would it fall under the "evidence-based" category? Or would the proposed program be considered "innovative" or "promising" on the basis that it is a pilot?**

**ANSWER:** Such a program would likely be classified as “innovative”, as the program as implemented would not have been evaluated before in any context. Funding for both innovative and promising programs will be split into Planning and Implementation Phases; each type of program may also be subject to an independent evaluation.

**QUESTION: Is there a minimum/maximum length of service?**

**ANSWER:** The Implementation Phase will last up to three years. This grant does not mandate that clients participate in a program for a minimum amount of time, nor does it mandate that a program serve repeat clients for a minimum amount of time. This grant does not establish a maximum amount of time a client may participate in a program, nor does it establish a maximum amount of time that a program can serve repeat clients. All applicants should respond to the following questions regarding program dosage, as specified in *Section VI.B.1.f*: What is the proposed length of the program/intervention (e.g., number of sessions and over what length of time)? What is the duration and intensity of each session/visit (if applicable)? What constitutes program completion/exit?

**QUESTION: Is an applicant at a disadvantage if they do not plan to include volunteers in their program design?**

**ANSWER:** Volunteers are not required as part of the program design, and applicants will not be penalized for excluding volunteers from their program model and operation. In the event that volunteers are used, applicants should indicate the anticipated number of volunteers per month and their purpose.

#### **ELIGIBILITY: LOCATION/NEIGHBORHOOD**

**QUESTION: Your RFP references Washington Heights, but does not cite Inwood. Is this an oversight, or is Inwood not one of your focus areas?**

**ANSWER:** Applicants serving families from any neighborhood in Manhattan may apply for funding, though preference will be given to those who serve families from the four focus neighborhoods listed in the RFP.

**QUESTION: Do the 150 families impacted by the program need to reside in Manhattan, or does this include families who receive services in Manhattan? For example, one of the examples for “Populations to be served” includes families of children who attend under-resourced schools. As many children in NYC attend schools outside of their residential neighborhoods, this example could include families who reside in Manhattan but send their children to school in another borough, or families who live in another borough and send their children to schools in Manhattan.**

**ANSWER:** This funding opportunity reflects DANY’s commitment to place-based initiatives, which seek to strengthen the capacity of neighborhoods and communities to respond to the issues facing their residents.

Available data indicate particular need for investment in the four focus neighborhoods in Manhattan. Thus, programs should address the needs of families in Manhattan and in these neighborhoods in particular. The programs themselves are not required to be located or delivered in Manhattan, provided that they serve families from Manhattan. Families not residing in Manhattan, but who spend significant time in Manhattan (e.g., attend Manhattan schools) are eligible for support given DANY's commitment to place-based efforts.

**QUESTION: If individuals live in these neighborhoods at the time of intake, but move to a different neighborhood or borough during the grant period, are we allowed to continue serving them under this grant?**

**ANSWER:** Clients or participants supported by CJII who relocate to a different part of NYC remain eligible for programming under CJII. Eligible programs could serve as temporary interventions or as long-term approaches to prevention, and as such, cessation of funding due to relocation could threaten the goals of this initiative. Applicants serving families from any neighborhood in Manhattan may apply for funding, though preference will be given to those who serve families from the four focus neighborhoods listed in the RFP.

**QUESTION: Can we propose to serve residents from any combination of focus areas?**

**ANSWER:** Applicants may propose to serve families in one or more neighborhoods in Manhattan, though preference will be given to applicants within one or more of the four focus neighborhoods.

#### **POPULATIONS TO BE SERVED: GENERAL**

**We received two questions regarding programs which focus on families affected by incarceration. This explanation serves to address those questions.**

**ANSWER:** This grant does not explicitly define a period of time or type of facility pertaining to reentry. Applicants should respond to the following questions about the proposed program focus population, among others listed in *Sections IV.B.1.c* and *IV.B.1.d*: Are there specific populations for which the program is designed (e.g., specific age, children with learning disabilities, families affected by incarceration)? How is the proposed intervention culturally appropriate or necessary for the proposed focus population and catchment area? How will the applicant identify and recruit participants who meet inclusion criteria?

**QUESTION: If youth are 21 at intake, are we allowed to continue serving them under this grant past their 21st year?**

**ANSWER:** This investment seeks to expand the capacity and availability of programs serving families with children up to approximately age 21 who are at elevated risk of negative outcomes. We recognize, however, that some participants may age past 21 while enrolled in a program. A program's proposed eligibility criteria will be assessed with regard to their appropriateness for the program itself, the applicant's capacity, and the applicant's prior experience, as well as how well they align with the goals of the initiative. Thus, 22-year old clients would be more likely to be funded in a program designed for 18-21 year olds than a program for participants aged 21-25 or 21-30.

**QUESTION: Does the project need to serve youth AND young adults? Or, can a project target a subset population, such as 18-21 year-olds?**

**ANSWER:** Proposed programs do not need to serve youth and young adults concurrently but may do so. Programs may serve a subset of the populations outlined in the RFP. Applicants should speak to the specific populations for which the program is designed (e.g., specific age, children with learning disabilities, families affected by incarceration) in their proposals.

#### **POPULATIONS TO BE SERVED: MINIMUM NUMBER SERVED**

**QUESTION: Is there a sense of the scale of a successful project - ideally how many should be served in a given initiative? What's competitive?**

**ANSWER:** Applicants should propose programs that would serve a minimum of 150 families annually in order to be considered competitive. The number of families served is one item that factors into an applicant's score. The evaluation criteria outlined in *Section VII.B* of the RFP will be used to identify the winning proposal(s).

**QUESTION: Can the minimum 150 individuals served include continuing service to those already being served by the agency or do we need to serve 150 new individuals?**

**ANSWER:** This investment seeks to expand the number of individuals participating in services and, as such, programs should aim to serve as many new individuals as possible. Funding may be used for costs of operating family and youth development programs and may include staff, materials, operations, and other program expenses necessary to meet families' needs and accomplish the goals of CJII. Funds should not be used to supplant existing funding. As part of submitting an application via the CJII Application Portal, applicants are asked to anticipate the number of families the proposed program will serve annually, including the anticipated number of additional families to be served through CJII funding if the applicant proposes funding for an existing program. However, ISLG and DANY recognize that not every individual served through the *Family and Youth Development Investment* will be "new" to the provider. All applicants will be assessed on the scale and impact of their proposed programs, as specified in *Section VI.B.1.e*.

**QUESTION: In terms of the impact on 150 families, do they need to be directly enrolled in the program or can it include families who are impacted by the participants in the program?**

**ANSWER:** The minimum of 150 families served annually should include only those families directly enrolled in and/or served by the program. Families affected indirectly by program participants should not be considered a part of the 150 family minimum.

**QUESTION: Can CJII clarify the definition of "family" in requiring impact on 150 families (page 8 of the RFP)?**

**ANSWER:** For the purposes of this RFP, a family is defined as person(s) 21 years of age or younger and the person(s) responsible for their care, custody, or welfare, including but not limited to: a parent/guardian, managing or possessory conservator, foster parent, or other adult responsible for their care.

**QUESTION: If we pilot a program out of two locations in different areas of the city, is our target cohort 150 families across the program or per site?**

**ANSWER:** For programs operating in multiple locations, the required minimum number of families to be served is 150 total (i.e., across the program), not 150 per site.

## **REFERRALS**

**We received several questions regarding "referrals from NYC agencies." This explanation serves to address those questions.**

**ANSWER:** Programs that receive funding through this RFP must be open to accepting referrals from select NYC agencies of participants who meet the proposed program requirements. "Referrals" could include identification and recruitment of potential participants by city agencies who manage similar programs or interact with a program's proposed focus population, as well as more informal notification of the availability of programming for a particular focus population. ISLG and DANY recognize that some programs may not be able to accept all referrals and will work with providers during the planning phase to determine appropriate referral streams and define program eligibility. Programs that may have difficulty accepting referrals, such as those delivered in a school setting, are still eligible to apply for funding.

**QUESTION: Can a grantee partner with a school and define the population to be served as families of students who attend a specified school or group of schools? This would likely mean that referrals could only be accepted for students who attend those school/s. Would that be in compliance with the grant?**

**ANSWER:** Applicants may partner with a school or schools and define their program population as families of students who attend a specific school or schools. Programs that would only accept referrals for students attending partner schools are eligible to apply for the grant. Applicants should describe their plans for outreach and referral, which will be evaluated as part of the proposal review process, and finalized as part of the contracting and planning phases.

## **PERFORMANCE MONITORING AND REPORTING**

**We received several questions regarding reporting requirements beyond the conclusion of funding for service provision. This explanation serves to address those questions.**

**ANSWER:** Applicants may incorporate the cost of performance monitoring and data collection into their budgets, including portions of the contract term during which direct services will not be provided. Performance measurement data will include both process/implementation data and outcome/impact measures. Initial metrics will be finalized during the contracting process and may be subject to change during the grant term, after discussion among all parties, based on programmatic implementation concerns, availability of data, or research needs. However, the goal of performance monitoring is to have access to the same information about the provider and clients over the duration of the contract. See *Appendix 1* of the RFP for more information on performance monitoring.

**We received two questions regarding evaluation of funded programs. This explanation serves to address those questions.**

**ANSWER:** Grantees implementing or expanding a promising or innovative program may be required to coordinate regularly with a third-party evaluator contracted by ISLG to examine the effectiveness of their program or approach. Grantees implementing evidence-based programs will not be evaluated by a third-party evaluator funded by CJII.

All grantees will be required to provide ISLG and/or the independent evaluator with performance measurement data on a regular basis. Grantees will be expected to report on a combination of common and program-specific metrics, which will be established during the contracting phase.

**QUESTION: What type of data is CJII most interested in collecting?**

**ANSWER:** The Manhattan District Attorney's Office and ISLG are committed to measuring outcomes for all CJII initiatives and disseminating that information so that others may learn from and build on those outcomes. Please refer to *Section IV.D* of the RFP to view the some of the outcomes relevant to this investment.

As part of the application, applicants should provide the following information:

1. Clearly articulated goal(s) that are broken down into objective(s);
2. Anticipated process, output, and outcome measures for each objective for each quarter; which may be refined via conversations with the applicant;
3. Methods of data collection (any costs related to data collection/analysis should be incorporated in the budget and explained in the program narrative); and
4. Challenges associated with data collection and reporting (e.g., lack of expertise or software) and how the applicant plans to address them.

**QUESTION: Will information need to be collected on both family member and child to qualify in reporting “family” impact to CJII, or will a program that cites its impact specifically on parents, for example, also fulfill this requirement?**

**ANSWER:** Proposed programs should be family-based and designed to prevent justice system involvement and other negative life outcomes, as described in *Section IV* and *Appendix 3* of the RFP. Performance metrics should be tailored to the proposed program and be reflective of the goals of the program. It is anticipated that performance metrics for most programs will include measures relating to both children and parents/caregivers. However, this expectation may not be the case for every funded program.

**QUESTION: Is the Performance Measurement plan in Appendix 1 meant to be included in Section B Program Narrative?**

**ANSWER:** Yes, the Performance Measurement Plan should be submitted as part of *Section VI.B. Program Narrative*.

**QUESTION: Is the information to be submitted in Appendix I (performance management) scored as part of the evaluation criteria of the proposal?**

**ANSWER:** Information submitted in regard to *Appendix I. Performance Measurement* will be scored as part of the proposal.

**QUESTION: How will CUNY ISLG assist with administrative data needed for evaluations, e.g., access to a portal tracking youth contact with the juvenile justice system after we are no longer providing services?**

**ANSWER:** Applicants should identify any area (e.g., technical, managerial, financial; connecting with referral sources, developing partnerships) where capacity building assistance from ISLG or another entity could be helpful (e.g., developing operational plans; performance monitoring and/or evaluation design). Applicants are encouraged to request this assistance so as to improve the implementation of CJII; CJII funds may be made available to provide training and technical assistance, if necessary. Applicants are encouraged to include in their budgets any needs that are relevant to the proposed program and that would occur during the contract term.

**QUESTION: Will there be a reporting standard set through DANY or will we be required to submit additional data to the respective NYC agencies?**

**ANSWER:** All grantees will be required to provide ISLG and/or the independent evaluator with performance measurement data on a regular basis. Grantees will be expected to report on a combination of common and program-specific metrics, which will be established during the contracting phase. In addition, programs serving clients referred by city agencies will be expected to provide information requested by the respective city agencies (e.g., threats to child safety).

**QUESTION: What documentation will be required for budget reporting, specifically in regards to personnel?**

**ANSWER:** Deliverables will be finalized during the contracting process. See *Appendix 2* for more information on program deliverables.

## **FUNDING & BUDGET**

**We received two questions regarding administrative and indirect expenses. We address these questions here.**

**ANSWER:** There is no specific maximum allowable rate for administrative or indirect expenses, but the preferred rate is 17% or below. The applicant should provide justification for the budget and any rate(s) requested, and consider that contract awards will be made to the applicants whose proposals are determined

to be the most advantageous by the evaluation team, taking into consideration the price and such other factors and criteria as are set forth in the RFP (see *Sections VII.B* and *VII.C*).

**QUESTION: Is there a specific budget form to use or more budget instructions?**

**ANSWER:** There is no specific budget form or template as part of this RFP. Budgets may be amended after proposal review and as part of the contracting process.

**QUESTION: Is there a specific grant period that we should use for budgeting purposes for the 3.5 year project?**

**ANSWER:** Contracts are expected to begin in late Fall 2016.

**QUESTION: Is this considered public or private funding?**

**ANSWER:** Funding for the Criminal Justice Investment Initiative are criminal asset forfeiture funds directed to the Manhattan DA's Office as a result of investigations and prosecutions involving international banks that violated U.S. sanctions.

**QUESTION: If an applicant proposes more than one program within one application, is the maximum award \$500,000 per year per program or per application?**

**ANSWER:** The maximum award is \$500,000 per year per program. For applicants proposing multiple programs in one proposal, the maximum award for each proposed program is still \$500,000. Thus, the maximum award for an application with two proposed programs is \$1,000,000. (Applicants may propose up to two programs in response to this RFP. Applicants proposing multiple programs should submit one proposal but should speak to each program when appropriate; see *VI. Proposal Content and Format* for further instructions).

**QUESTION: What is the minimum amount that can be requested?**

**ANSWER:** There is no minimum request for funding.

## **TECHNICAL/APPLICATION QUESTIONS**

**We received a number of questions regarding proposal formatting and submission guidelines. We address these questions here.**

**ANSWER:** Each lettered item in *Section VI* of the RFP of the proposal should be written as a separate document, which applicants will submit online via the CJII Application Portal. Each document should be paginated in isolation (i.e., page numbers should not continue from one document to the next). Resumes should be combined into one document before uploading into the CJII Application Portal.

Applicants may submit a reference page as part of the proposal if desired. The reference page will not be included in any page limits. Applicants may include evaluations and other research as attachments, but are not required to do so. If an applicant includes an attachment, it should be appended to their proposal, not submitted separately as a stand-alone document. Any attachments not explicitly solicited in the RFP will be reviewed at ISLG's discretion. Thus, the applicant's proposal should include all necessary information, exclusive of unsolicited appendices. Alternatively, applicants may provide citations to appropriate research, if necessary.

Only *Section B. Program Design* has a page limit. There are no length restrictions on other sections of the submission. Open-ended questions in the online application form are not limited to character or word counts. Charts, figures, footnotes, endnotes, and references do not need to be double-spaced.

**QUESTION: Many government agencies answer RFP questions on a rolling basis by issuing periodic addenda. Will the DA's Office consider answering questions on a rolling basis as well?**

**ANSWER:** In order to expedite the selection of applicants and disbursement of funds, ISLG will respond to questions in this single addendum.

**QUESTION: Is there a way of getting a print-out of all the questions in the on-line application so that they can be reviewed off-line?**

**ANSWER:** The application form is available to download for offline review. To download the PDF, start or continue the "Complete the Family and Youth Development Application" task within the CJII Application Portal. At the top of the page is a link to download the form as a PDF.

### **OTHER QUESTIONS**

**QUESTION: In order to ensure both the short- and long-term aims of this RFP, as well as help with the sustainability of it after the grant, we wonder if you plan to engage government partners in this work.**

**ANSWER:** DANY and ISLG anticipate partnering with other organizations, including government agencies, throughout the lifetime of CJII and beyond. Applicants should address steps they will take to ensure sustainability of their proposed program(s) beyond the period of CJII grant funding.

**QUESTION: Can you please share your plans for sustaining this investment after this funding ends? For example, are you having conversations with local government and other stakeholders to support this initiative going forward?**

**ANSWER:** DANY and ISLG anticipate partnering with other organizations and agencies throughout the lifetime of CJII and beyond. Applicants should address steps they will take to ensure sustainability of their proposed program(s) beyond the period of CJII grant funding.

**QUESTION: Is the act of recruitment considered part of the Planning phase or Program phase, or is it up to the grantee's discretion?**

**ANSWER:** Recruitment may occur during the Planning or Program/Implementation phase, depending on the program proposed. Some programs may have a rolling enrollment window, such that recruitment would occur throughout the duration of the grant. Others may envision a longer-term program, for which recruitment occurs only once, potentially during the Planning Phase. Applicants are encouraged to use the Planning Phase to explore and finalize recruitment options that will ensure success in the Implementation Phase of funding.

**QUESTION: Does CJII have rules around intellectual property related to program design developed through this grant?**

**ANSWER:** Contracts, including terms regarding intellectual property, will be subject to negotiation and must be approved prior to the awarding of funding.

**QUESTION: What does "risk assessment outcome" mean, on page 17 of the RFP?**

**ANSWER:** "Risk assessment outcomes" refer to scores on risk assessment tools.