August 8, 2016

The CUNY Institute for State and Local Governance (ISLG) appreciates your interest in the Request for Proposals (RFP) for Youth Opportunity Hubs. This addendum includes answers to questions, submitted via email to ISLG by July 22, 2016.

Various types of organizations are eligible to apply for funding under the RFP for Youth Opportunity Hubs. Organizations that focus on one or several of the following areas may be eligible for funding (as "lead applicants" or as "partner providers"):

- Employment and workforce development
- Education support and training
- Housing assistance and placement
- Legal advocacy and access to benefits
- Civic engagement and leadership
- Support for parents and families
- Mentorship and relationship-building
- Mental health screening and counseling
- Substance abuse services (including treatment and harm reduction)
- Trauma-specific services
- Health education
- Community service
- Recreation
- Arts and culture
- Life skills

Applications should be submitted by a provider (i.e., the "applicant" or "lead applicant") responsible for coordinating, managing, and disbursing funds to "partner providers" in a Hub, on behalf of all providers in a proposed Hub. For example, an organization that provides legal services to immigrants, but does not propose to oversee or manage other supports/opportunities for young people, may be eligible for funding as a "partner provider" in collaboration with one or more entities that together provide wraparound supports/opportunities for young people. Partner providers are encouraged to reach out to other providers that could serve as a potential "lead applicant". Together, partner providers and lead applicants should determine how they could work together to coordinate services, identify other organizations that could provide other services listed in the RFP, determine which provider could serve as the "lead applicant", and assemble a proposal. The lead applicant should ultimately submit the final proposal, although the proposal may be developed cooperatively among all the partner providers.

ANSWERS TO APPLICANT QUESTIONS
Youth Opportunity Hubs

MOST COMMON QUESTIONS AND RESPONSES

RE: ROLE OF APPLICANTS AND PARTNER PROVIDERS
- o A Hub can include centralized *planning/coordination* of multiple services, *delivery* of multiple services, and/or *spaces* where young people spend time and can be connected to supports/opportunities.
- o Applicants are required to identify and coordinate with other providers in the community (partner providers), and will not be considered for funding if their proposals do not reflect the intention and ability to coordinate.

RE: LOCATION OF SERVICE DELIVERY IN A HUB
- o Funded Hubs may provide services across one or multiple locations. Partner providers may offer services at their own sites and/or in a location shared with the applicant or other partner provider(s).

RE: SCOPE OF WRAPAROUND SUPPORTS/OPPORTUNITIES
- o Applicants should present proposals to address the range of young people's needs. Proposals which address a limited number of young people's needs are unlikely to be funded through this solicitation (see *Appendix 3* for more information).

RE: CAPITAL FUNDING
- o Applicants will not be penalized based on inclusion or exclusion of a request for capital funding; capital funding requests will be evaluated separately from other proposal elements, such as an applicant's proposed program design/approach. Proposed Hubs should demonstrate an ability to operationalize a Hub with or without capital funding, and in ways that could support service delivery while any capital investments are ongoing.

RE: ELIGIBILITY
- o Applications may only be submitted by a representative of the multiple service providers who will constitute a Hub. Individual service providers may not submit an application without commitment from other providers to implement a Youth Opportunity Hub (or "Hub"). Applicants are required to identify and coordinate with other providers in the community, and will not be considered for funding if their proposals do not reflect the intention and ability to coordinate.

RE: POPULATIONS TO BE SERVED
- o This grant does not explicitly define eligible and ineligible participant ages. However, the investment is intended to provide wraparound support and opportunities to youth and young adults, broadly speaking.

RE: TECHNICAL AND APPLICATION QUESTIONS
- o Only *Section VI.B.1 Program Design* has a page limit. Other sections, including *Section VI.B.2 Capital Funding*, are not subject to page limits.

ROLES OF APPLICANTS AND PARTNER PROVIDERS

WE received several questions about whether applicants (i.e., the lead/coordinating entity) are able or expected to provide services (i.e., supports and opportunities) to young people. This explanation serves to address those questions.

ANSWER: Applicants for Youth Opportunity Hubs are expected to currently provide one or more of the wraparound supports/opportunities themselves, and are expected to provide one or more of the supports/opportunities offered through a Hub themselves. Therefore, applicants cannot serve solely as a coordinating, managing, or organizing entity.

WE received several questions about the ideal number of partner providers and the allocation of funding among applicants and partner providers. This explanation serves to address those questions.

ANSWER: This solicitation does not predetermine parameters for how funding should be distributed among the applicant and partner provider(s). However, the proposed distribution of funds among the applicant and partner providers should facilitate the collaboration necessary to provide wraparound supports and opportunities for young people. Applicants are required to identify and coordinate with other providers in the community, and will not be considered for funding if their proposals do not reflect the intention and ability to coordinate. Individual providers may not submit an application without commitment from other providers to implement a Youth Opportunity Hub. The proposed distribution of funds will be assessed with this goal in mind, and factor into the overall applicant score, as outlined in *Sections VI* and *VII* of the RFP.

QUESTION: We understand what a "lead applicant" is, but what is the difference between an "applicant" and a "partner provider"? The RFP says that an organization can't be an "applicant" in more than one proposal, but that a "partner provider" can be in more than one proposal. Are there any differences other than that? Can "partner providers" still receive funding for their programs?

ANSWER: The applicant (or "lead applicant") is the entity responsible for oversight, coordination, and disbursement of funds to partner providers in a proposed Hub. The applicant serves as the representative of the multiple service providers [i.e., applicant and partner provider(s)] who comprise a Hub. Although it is not a requirement, in many cases the applicant will be the largest provider in a Hub, as defined by budget and/or number of clients served annually. The applicant should include a proposed distribution of funds between the applicant and each partner provider (i.e., the proportion of funding, and on what basis, each provider in the Hub will receive). A partner provider is a service provider in a Hub which is not the "applicant", and which therefore is not responsible for oversight, management, and coordination of the Hub. Partner providers are eligible for funding of their programs as subcontractors to the applicant, but are not eligible for capital funding.

QUESTION: Can an organization that offers multiple services be considered a Hub on its own? In other words if an organization offers wraparound services, including those listed on page 9 of the RFP, is the organization required to partner with other organizations doing similar work?

ANSWER: The goal of this Request for Proposals (RFP) is to seek proposals from qualified applicants to plan, pilot, and implement Youth Opportunity Hubs, which will, among other things, increase coordination among local service providers in the delivery of wraparound supports and opportunities to young people. Applicants are required to identify and coordinate with other providers in the community (partner providers), and will not be considered for funding if their proposals do not reflect the intention and ability to coordinate. Applicants should complete the Wraparound Supports/Opportunities Worksheet (*Appendix 3*) to indicate whether they currently provide each of the wraparound supports, and how (i.e., via the applicant or via partner provider(s)) and to what extent (i.e., percentage or number of clients) they propose to deliver them if funded through this solicitation. Applicants should also complete the Partner Provider Information Worksheet (*Appendix 4*) to provide relevant information on each of the partner providers expected to deliver services/opportunities as part of a Hub.

QUESTION: Would the CUNY Research Foundation be in charge of the oversight of funds? Or would the lead organization carry out such duties?

ANSWER: The applicant will be responsible for coordinating, managing, and disbursing funds to partner providers in the Hub. The applicant will also be responsible for providing deliverables to ISLG, including financial reports, throughout the funding period (see *Appendix 2* of the RFP).

ISLG oversees CJII on behalf of DANY, manages and provides guidance to CJII contractors, and conducts oversight and performance monitoring throughout the lifetime of the initiative. The Research Foundation acts as fiscal agent for CJII and administers funds to contractors on behalf of DANY.

LOCATION OF SERVICE DELIVERY IN A HUB

WE received several questions about the number of locations in which service delivery can occur, and whether all services must be provided in the same location. This explanation serves to address those questions.

> **ANSWER:** A funded Hub may provide services in one or multiple locations. A Hub can include centralized *planning/coordination* of multiple services, *delivery* of multiple services, and/or *spaces* where young people spend time and can be connected to supports/opportunities. Funding may be used to support the costs of greater collaboration, including staff (e.g., a Hub liaison for each participating organization) and expenses related to coordination (e.g., common communication systems), as well as capital projects designed to increase the appeal and functionality of spaces and services that support young people's development. Only one provider per Hub is eligible to receive capital funding, and this provider should serve as the proposal's applicant; therefore, providers requesting capital funding should also function as the coordinating or managing entity for a Hub.

> In addition, the Community Navigator Program funded by CJII will begin to develop a network of trained peers and social workers—Community Navigators—to work with individuals to locate, connect, engage, and stay involved with the services they need. Although Community Navigators are independent of Youth Opportunity Hubs, they are likely to have interaction with Hubs as part of their work connecting individuals to the services they need. See cjii.org and the question and response in the *Community Navigators* section below for more information.

QUESTION: Is it possible to have multiple, smaller hubs, in addition to our main/central hub location, as part of our program structure?

> **ANSWER:** Youth Opportunity Hubs are a partnership approach among multiple providers (i.e., an applicant and partner providers) to deliver holistic, wraparound supports in one or multiple locations. A Hub can include centralized *planning/coordination* of multiple services, *delivery* of multiple services, and/or *spaces* where young people spend time and can be connected to supports/opportunities. Thus, applicants may propose delivery of services in multiple locations. The multiple locations referenced in this question would constitute the "Hub".

QUESTION: Given the place-based nature of Youth Opportunity Hubs, are satellite sites allowed to expand service delivery, and if so, are there parameters regarding maximum distance or geographic access requirements for services and activities that will take place outside the Hub?

> **ANSWER:** Applicants should propose to provide wraparound support and opportunities to youth and young adults from one or more of the four focus neighborhoods in Manhattan (i.e., be located in or serve youth from East Harlem, Central and West Harlem, Washington Heights, or Lower East Side). A Hub may deliver services in one or more sites, provided that it delivers supports/opportunities to young people from one or more of the four focus neighborhoods.

QUESTION: Can the "partner providers" offer youth services from their own sites, rather than from the designated "Hub"?

> **ANSWER:** Yes. Partner providers may offer services at their own sites and/or in a site shared with the applicant or other partner provider(s).

SCOPE OF WRAPAROUND SUPPORTS/OPPORTUNITIES

WE received several questions about the expected scope of wraparound supports and opportunities. This explanation serves to address those questions.

> **ANSWER:** Youth Opportunity Hubs are a partnership approach among multiple providers to deliver holistic, wraparound supports and opportunities to young people. Applicants should present proposals to address the range of young people's needs (see *Section IV.C.2. Program elements*). Proposals which do not

fully address the range of young people's needs are unlikely to be funded through this solicitation. This goal should not be interpreted as a requirement that all young people served by a Hub will receive each type of support/opportunity offered by the Hub. Rather, service delivery should be tailored to young people's individual needs; some young people may require numerous wraparound supports/opportunities, whereas others may have relatively few needs. Applicants should anticipate the relative need for each type of support/opportunity and propose participant dosage and service availability accordingly.

QUESTION: Can a particular wraparound support be provided by both the Lead Applicant and a Partner Provider? For example, under workforce development, one provider could offer career exploration workshops and another could provide onsite career coaching and placement assistance. In a case like this, can we add lines to show the various categories or sub-services under the various wraparound supports?

> **ANSWER:** Yes, applicants and partner providers are permitted to provide different elements of the same support/opportunity. Applicants should describe how and by whom supports/opportunities will be provided. In the event that multiple providers will deliver the same broad type of supports/opportunities, applicants should describe whether the service duplication is intended to ensure adequate capacity, provide different elements of a support/opportunity, or for another purpose. Applicants are encouraged to add lines to the Wraparound Supports/Opportunities Worksheet (*Appendix 3*), as necessary and appropriate.

QUESTION: On page 9 of the RFP, mentorship and relationship-building are listed as part of wraparound supports. If our proposed site already facilitates strong programs that provide services to adults and seniors within the community, is it possible to create intergenerational mentorship opportunities between the adult and senior cohort within the proposed facility and youth supported through the RFP or must we rely solely on partnerships and/or experts in the field of youth services?

> **ANSWER:** Applicants are encouraged to leverage existing resources, provided that they align with and do not interfere with the implementation of the Youth Opportunity Hubs. Applicants are expected to provide one or more of the wraparound supports/opportunities currently and in the future. No specific parameters (e.g., type of programming/approach) apply to the each of the required wraparound supports/opportunities. All applicants should describe how the proposed intervention is appropriate or necessary for the proposed populations and catchment area.

QUESTION: What are the anticipated hours of operation for this program? Will we be required to operate the program 7 days a week?

> **ANSWER:** This solicitation does not predetermine parameters with regard to program dosage and daily operation. Applicants should describe which supports/opportunities will be provided after school vs. during, and during the school year vs. during breaks in the year. Hubs should aim to provide long-term supports and opportunities (i.e., through the completion of high school/equivalency and/or stable job placement) to the populations they serve.

CAPITAL FUNDING

WE received several questions about eligible uses of capital funding. This explanation serves to address those questions.

> **ANSWER:** A portion of the funds available through this solicitation are intended to support capital costs associated with the creation or operation of Youth Opportunity Hubs, specifically for the purpose of improving the appeal and functionality of services and spaces for young people in their own neighborhoods. Capital funds are available to address a continuum of capital needs, from basic refurbishment of an existing space to new construction. For example, funding could be used to support co-location of services to create a Hub; improve the aesthetics, accessibility, and safety/security of the applicant's space to increase client traffic and participation; or construct new neighborhood spaces to engage young people in recreation and arts with intentional connections to other supports and opportunities. It is preferable that capital improvements be made in a location viewed as neutral and accessible for

residents in the community and nearby communities. Although capital improvements are not required to benefit young people exclusively (e.g., if older adults would also use a space where young people are engaged in supports/opportunities), capital funds are intended to increase the appeal and functionality of services and spaces specifically for young people.

Applicants should provide as many specifics as possible (e.g., plans, potential subcontractors, site, space modifications) for each of the funding Phases, including Capital Improvements. Applicants are encouraged to leverage capital funding available through this solicitation with other sources of funding, if warranted by their capital needs and strategic plans. Applicants 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*). Applicants should describe how any capital improvements would increase the appeal and functionality of services and spaces for young people. Applicants should also provide a Program Budget Narrative that links the proposed costs to the proposed Hub components and activities and outlines any assumptions on which the budget is based. Applicants should describe funding needs on an annual basis over the length of the funding period (funding may vary by year).

WE received several questions about the timing of disbursement of capital funding. This explanation serves to address those questions.

ANSWER: Phase II funding can be used for pre-construction costs associated with potential capital improvements, including for planning, physical assessment, and design. Capital Improvement (Phase IV) funding is contingent on approval of capital improvement project plans (developed during Phase II) and would be awarded concurrent with Implementation Phase (III) funding. Thus, capital improvement project plans must be developed and approved prior to the disbursement of funding for capital improvements themselves.

Although DANY expects to fund up to six Hubs total, some applicants who request capital funding may be awarded funds solely for the creation and management of a Hub (i.e., not for capital improvements). Therefore, applicants should demonstrate an ability to operationalize a Hub with or without capital funding, and in ways that could support service delivery while any capital investments are ongoing. Capital Improvement (Phase IV) funding will be contingent on approval of the program plans and pilot report developed during the Planning and Pilot Phases (I and II). Regardless of whether a capital request in included in a proposal, applicants for Youth Opportunity Hubs are expected to currently provide one or more of the wraparound supports/opportunities themselves, and are expected to provide one or more of the supports/opportunities offered through a Hub themselves.

QUESTION: How are capital funds dispersed (e.g., as a lump sum grant or on a reimbursement basis)?

ANSWER: Capital funds are expect to be disbursed based on a schedule of deliverables (e.g., completion of design, construction milestones).

QUESTION: Do you give more weight/consideration to an application that includes capital development versus one that does not? What about an applicant that is a connector of services that are, for example, given in schools without a physical Hub versus one with an actual physical Hub?

ANSWER: Hubs are defined independent of capital requests. Applicants will not be penalized based on inclusion or exclusion of a request for capital funding; capital funding requests will be evaluated separate from other proposal elements, such as an applicant's proposed program design/approach. Although DANY expects to fund up to six Hubs total, some applicants who request capital funding may be awarded funds solely for the creation and management of a Hub (i.e., not for capital improvements). Therefore, applicants should demonstrate an ability to operationalize a Hub with or without capital funding, and in ways that could support service delivery while any capital investments are ongoing. Capital Improvement (Phase IV) funding will be contingent on approval of the program plans and pilot report developed during the Planning and Pilot Phases (I and II).

Hubs can include centralized *planning/coordination* of multiple services, *delivery* of multiple services, and/or *spaces* where young people spend time and can be connected to supports/opportunities. Therefore, shared or common physical space is not a required element of a Hub.

QUESTION: Regarding "Some applicants who request capital funding may be awarded funds solely for the creation and management of the Hub" – are applicants eligible for both management of the capital project, management of the Hub and coordination of the programming?

> **ANSWER:** Applicants/lead entities are responsible for coordinating, managing, and disbursing funds to partner providers in the Hub, on behalf of all providers in that proposed Hub. For Hubs requesting capital funding, the provider that would receive capital funding should serve as the proposal applicant. Only one provider per Hub is eligible to receive capital funding. Therefore, providers requesting capital funding would also be expected to coordinate/manage the Hub, as well as manage their capital projects.

QUESTION: The RFP encourages applications by "groups of providers," but specifies that only one per Hub – i.e., the lead applicant – is eligible for the receipt of capital funding. Can the lead applicant pass through some portion of the capital budget to another applicant, if they have capital needs?

> **ANSWER:** In any proposal involving requests for capital improvements, the applicant should also be the proposed recipient of capital funds. Only one provider per Hub is eligible to receive capital funding, and this provider should serve as the proposal's applicant. Although it is not a requirement of the solicitation, in many cases the applicant will be the largest provider in a Hub, as defined by budget and/or number of clients served annually. Partner providers are ineligible for capital funding.

QUESTION: What level of detail on capital plans (architectural, etc.) is required at the time of application?

> **ANSWER:** Applicants should provide as many specifics as possible (e.g., plans, subcontractors, site, space modifications) for each of the funding Phases, including Capital Improvements (Phase IV).

QUESTION: What proof of site control is needed for capital requests (we will be working at a NYCHA site)? Is a letter of intent sufficient?

> **ANSWER:** For applications including capital requests, a letter of intent from the landlord/owner is sufficient as proof of site control.

QUESTION: May an organization submit an application for a location that is in the Planning Phase and use the capital funding to create the space in which to provide the program?

> **ANSWER:** Applicants for Youth Opportunity Hubs are expected to currently provide one or more of the wraparound supports/opportunities themselves, and are expected to provide one or more of the supports/opportunities offered through a Hub themselves. Applicants should demonstrate an ability to operationalize a Hub with or without capital funding, and in ways that could support service delivery while any capital investments are ongoing.

QUESTION: Can you please clarify which City agency will be responsible for managing the capital funds under this solicitation? The RFP indicates that all funds under this initiative will be awarded through the Research Foundation for the City University of New York (RFCUNY). Will capital projects be reviewed or vetted through other City agencies? Can you please clarify the reporting and reimbursement process for the capital portion of this solicitation?

> **ANSWER:** No specific city agency has yet been designated to manage the capital funds. City agency approval will be sought on a case-by-case basis.

QUESTION: Are there any procurement requirements for professional services or construction related to the capital funding? (e.g., multiple proposals required, formal request for proposals required, VENDEX-approval for vendors)

> **ANSWER:** Procurement requirements for bids or RFPs for professional services or construction related to capital funding will be developed on a project-by-project basis. Procurements will require bids or proposals from at least three (3) contractors that are qualified to provide the services sought and have agreed to the nondiscrimination and compliance provisions required. Proposed vendors will be required to fill out CUNY's Vendor Disclosure Form.

QUESTION: Are there any additional insurance requirements for construction work beyond *Section 7.01 & Appendix E* of the Contract for Services?

> **ANSWER:** Yes, capital improvements will be subject to insurance requirements for additional general liability insurance, workers compensation insurance, automobile liability insurance and property insurance.

QUESTION: Is there a prevailing wage requirement on capital projects?

> **ANSWER:** Yes. Wages must be paid in accordance with the prevailing wage schedules issued by the State Department of Labor.

ELIGIBILITY: GENERAL

WE received several questions regarding eligibility of partner providers to submit an application for funding. This explanation serves to address those questions.

> **ANSWER:** Applications may only be submitted by a representative of the multiple service providers who will comprise a Hub. Individual providers may not submit an application without commitment from other providers to implement a Hub. Potential partner providers and applicants (managing or coordinating entities) are encouraged to be in communication to discuss interest in coordinating supports/opportunities as part of a Hub prior to applying for funding; new partnerships between applicants and partner providers are particularly encouraged. Applicants are required to identify and coordinate with other providers in the community, and will not be considered for funding if their proposals do not reflect the intention and ability to coordinate. Applicants' proposals should specify which of the wraparound supports/opportunities will be provided and by whom, and attach letters of support/commitment from each partner provider intending to serve participants through the Hub.
>
> The applicant should be the entity responsible for oversight, coordination, and disbursement of funds to partner providers in a proposed Hub. All applications will be evaluated on the extent to which they meet young people's wraparound needs in a coordinated way. ISLG reserves the right to conduct discussions with applicants submitting acceptable proposals, and may work with applicants to identify other potential partner providers necessary to achieve the goals of this initiative, particularly for achieving a comprehensive approach to providing wraparound supports and opportunities. It is also anticipated that agreements and subcontracts with partner providers will be adjusted and finalized during the Planning (I) and Piloting (II) Phases. In the event that a selected applicant is unable to fulfill the requirements of the contract awarded pursuant to this solicitation, ISLG reserves the right to enter into contract negotiations at a later date with other providers available to implement the program.

WE received several questions regarding applicants' responsibility and ability to identify partner providers as part of applications and during other phases of the initiative. This explanation serves to address those questions.

> **ANSWER:** Applicants are expected to explicitly identify other providers (i.e., "partner providers") to deliver additional wraparound support and opportunities within the Hub, beyond what is provided currently by the applicant, as pursuant to participants' needs (see *Section IV.C.2. Program elements*). Applications

should be submitted by a provider (i.e., the "applicant" or "lead applicant") responsible for coordinating, managing, and disbursing funds to partner providers in a Hub, on behalf of all providers in a proposed Hub. Applicants should indicate whether each wraparound support/opportunity is currently provided by the applicant and/or a partner provider; whether it will be provided by the applicant, a partner provider, or not at all if the applicant is funded; the partner provider who will provide a particular support/opportunity; and the number and percentage of clients anticipated to receive each support/opportunity through the Hub.

It is expected that the Planning Phase (I) will include (but not be limited to) hiring additional staff, finalizing agreements and subcontracts with partner providers, and establishing referral streams from city agencies. Thus, although applicants' proposals should specify which of the wraparound supports/opportunities will be provided and by whom, and attach letters of support/commitment from each partner provider intending to serve clients through the Hub, these relationships and the program model will be adjusted in the Planning (I) and Piloting (II) Phases. Implementation (Phase III) funding will be contingent on approval of the program plan and pilot report developed during Phases I and II (Planning and Pilot), and is intended to support full and consistent implementation of the Hub. Changes to the proposed approach, including adjustments with partner providers, may occur during these phases and/or in response to the regular operational status and implementation reports submitted to ISLG (see *Appendix 2* for sample program deliverables).

WE received several questions regarding eligibility among applicants already funded by DANY. This explanation serves to address those questions.

> **ANSWER:** Applicants currently funded by DANY are eligible to apply for this funding opportunity. All applicants are also encouraged to leverage other sources of funding, whether provided by DANY or not, with the capital funding available through this solicitation, if warranted by their capital needs and strategic plans.

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

> **ANSWER:** Eligibility will be defined in the respective solicitation(s) for each CJII investment. For the *Youth Opportunity Hubs* RFP, colleges in New York State are eligible to apply. Government agencies are eligible for funding under the Youth Opportunity Hubs RFP, provided that government staff are not supported through this funding. Public universities may want to consult with their counsel as to their eligibility. See *Section IV.C.4* for more information on eligibility criteria.

QUESTION: How long should an organization be in operation in order to competitively compete?

> **ANSWER:** This funding opportunity does not limit eligibility with regard to prior experience. However, the capacity and experience of applicants and partner providers will be assessed by the evaluation team and factor into the overall applicant score, as outlined in *Section VII.B* of the RFP.

QUESTION: Can we partner with schools or with City-run agencies as part of our Hub?

> **ANSWER:** This investment is intended to support coordination among family, community, school and agency resources to meet a young person's individualized needs and help them achieve more positive life outcomes. Applicants should identify any partnerships with other providers and community institutions (e.g., community-based organizations, religious institutions, schools) and describe the nature of the partnerships. Government agencies are eligible for funding under the Youth Opportunity Hubs RFP, provided that government staff are not supported through this funding; in addition, all funding directed to government agencies under this initiative must directly support service delivery and cannot be sub-contracted to other vendors. Applicants or partner providers may partner with individual schools to identify/refer potential Hub participants, serve as sources of referral, partner in outreach, provide space for program delivery, or in other capacities that do not involve direct funding of city agency staff.

QUESTION: On Page 10 *Eligible Expenses*, the RFP has the following limitation: "provided that funds are not used to supplant existing funding." What exactly does that mean?

ANSWER: This investment seeks to coordinate family, community, school, and agency resources to meet a young person's individualized needs, in order to achieve more positive life outcomes Funds should not merely replace existing funding to maintain current models of service delivery. ISLG and DANY recognize that not every individual served through the Youth Opportunity Hubs investment will be "new" to the provider. However, any young person currently served by the applicant or partner provider(s), and supported by CJII funding, should have full access to the Youth Opportunity Hub funded through this solicitation as appropriate to their needs. As part of submitting an application via the CJII Application Portal, applicants are asked to anticipate the number of clients the proposed Hub will serve annually. All applicants will be assessed on the scale and impact of their proposed programs, as specified in *Section VI.B.1.h*.

The funding available through this solicitation could be used to support Hubs in full or in part. Funding could be used to support the costs of greater collaboration, including staff (e.g., a Hub liaison for each participating organization) and expenses related to coordination (e.g., common communication systems), as well as capital projects designed to increase the appeal and functionality of spaces and services that support young people's development. Applicants are encouraged to leverage capital funding available through this solicitation with other sources of funding, if warranted by their capital needs and strategic plans.

QUESTION: Are client stipends eligible for funding?

ANSWER: The funding available through this solicitation could be used to support the provision and/or coordination of wraparound supports/opportunities for young people. Approaches that include a stipend as part of their model could be funded under this initiative. The proposed Program Design will be assessed by the evaluation team and will factor into the overall applicant score, as outlined in *Sections VI* and *VII* of the RFP.

QUESTION: Is goal #2 ("increase the appeal and functionality of spaces and services") related only to physical spaces/services -- or can we extend it to other capital projects, such as the creation of data infrastructure to support service delivery and coordination? Do only proposals that are requesting capital funding need to address goal #2 ("increase the appeal and functionality of spaces and services"), or must all proposals address goal #2?

ANSWER: The goal to "increase the appeal and functionality of spaces and services that support young people's development" is a requirement only of capital portions of funding. Moreover, funding for capital improvements is intended to support costs associated with physical spaces and the supports/opportunities offered within them. However, all applicants are encouraged to include in their budgets the costs that would support greater collaboration, including staff (e.g., a Hub liaison for each participating organization) and other expenses related to coordination (e.g., common communication systems, data infrastructure).

QUESTION: Do non-lead applicants have a limit on how many applications on which they can be a potential partner?

ANSWER: Providers may be included as an applicant or lead applicant in a single proposal only. However, providers can be included as a partner provider (i.e., non-"applicants" or non-"lead applicants") in multiple proposals. This solicitation does not specify a predetermined limit on the number of applications on which a provider can serve as a partner provider.

ELIGIBILITY: LOCATION

WE received several questions regarding funding eligibility for participants who are not residents of the focus neighborhoods (e.g., students who live outside those neighborhoods but attend schools inside the neighborhood; youth returning from detention/jail and placement/prison but who do not live in the focus neighborhoods). This explanation serves to address those questions.

ANSWER: This funding can be used to support Youth Opportunity Hubs to serve young people from one or more of the four focus neighborhoods in Manhattan: East Harlem, Central and West Harlem, Washington Heights, and the Lower East Side. It 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 these four focus neighborhoods in Manhattan. Thus, programs should address the needs of young people in Manhattan and in these neighborhoods in particular. Alongside residents of these neighborhoods, young people not residing in Manhattan but who spend significant time in the four focus neighborhoods in Manhattan (e.g., attend schools there) are eligible for support given DANY's commitment to place-based efforts.

QUESTION: The RFP mentioned place-based strategies and specifies on page 5 that applicants…can "be located in or serve youth from" the four focus neighborhoods. Will we be required to verify the addresses of all youth that attend any programming covered by the Hub?

ANSWER: Hubs are intended to serve youth from one or more of the four focus neighborhoods. Applicants should describe how they plan to identify and recruit young people from the focus neighborhoods, and how the proposed approach is expected to appeal to the populations to be served. Funded applicants may be required to verify the addresses of young people who attend any programming delivered through the Hub.

QUESTION: May an organization submit multiple applications, based on geography? (e.g., an application for East Harlem and another for Central and West Harlem)

ANSWER: Providers may be included as an applicant or lead applicant in a single proposal only. However, providers can be included as a partner provider (i.e., non-"applicants" or non-"lead applicants") in multiple proposals.

QUESTION: Would an application be strengthened and/or weakened by solely focusing on wraparound services in West Harlem versus West and Central Harlem?

ANSWER: Applicants are not expected to serve the entirety of one or more of the proposed focus neighborhoods. Rather, the focus neighborhoods identify the eligible neighborhoods where Hubs may be located. As detailed in *Section VI.B.1.f*, applicants should describe the specific neighborhood(s) in Manhattan the proposed Hub would serve; their proposed catchment area and boundaries of the catchment area; why the area was chosen; and how the proposed approach is appropriate or necessary for the focus populations and catchment area.

POPULATIONS TO BE SERVED

WE received several questions regarding the eligible ages of the populations to be served by this initiative. This explanation serves to address those questions.

ANSWER: This grant does not explicitly define eligible and ineligible participant ages. However, the investment is intended to provide wraparound support and opportunities to youth and young adults. Applicants should speak to the specific populations for which the program is designed (e.g., specific age, youth of different cultural groups) in their proposals. A Hub's proposed eligibility criteria will be assessed with regard to their appropriateness for the proposed approach itself, the applicant's and partner providers' capacity, and the applicant's and partner providers' prior experience, as well as how well they align with the goals of the initiative. Thus, a Hub focusing on 14-21 year-olds would be more likely to be funded than a Hub focusing on 21-25 year-olds.

QUESTION: Does the project need to serve all ages of youth? Or, can a project serve a subset, such as 18-21 year-olds?

ANSWER: Hubs should aim to provide long-term support and opportunities (i.e., through the completion of high school/equivalency and/or stable job placement) to youth and young adults. However, DANY and ISLG recognize that specific supports and programs offered in a Hub may be relevant only to a subset of young people, such as 18-21 year olds (e.g., workforce approaches specifically for disconnected young adults).

QUESTION: If we're proposing a school-based strategy, does the DOE count as the referring city agency, and could we limit our population to only those students served by the school(s)? Or would our Hub need to accept other youth not affiliated with the school?

ANSWER: The DOE is one of several possible city agencies that may refer potential participants to Hubs. Applicants are not required to accept every referral to a Hub; rather, they must be open to accepting referrals from relevant city agencies. As such, programs that would only accept referrals from DOE, such as for students attending specific schools, are eligible to apply for the grant. Applicants should describe their focus population(s) and 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. Applicants may partner with a school or schools and define their program population as families of students who attend a specific school or schools.

QUESTION: Are grantees required or expected to conduct a needs assessment of the proposed population first to determine service provision?

ANSWER: Applicants should describe how they will assess (and reassess when needed) a participant's needs for the different services/opportunities offered through the Hub. This can but need not include a formal needs assessment. Providers of existing services will likely already be aware of the needs of their client populations. However, given that CJII funding may substantially expand the scope and/or capacity of providers' services, providers are encouraged to adjust programming as necessary during the Planning and Pilot Phases (I and II). All applicants should describe how the proposed intervention is appropriate or necessary for the proposed focus populations and catchment area.

QUESTION: If we are to serve 250 youth annually as indicated on page 11 (*Section D*, second paragraph), what is the frequency of contact per participant? Is there a specific amount of contact (number of hours, number of days) that counts toward the required number served? Are there a specific set of outcomes for the core youth in the RFP? Do these outcomes align with youth with basic or limited contact of services or are there other outcomes expected with the latter cohort?

ANSWER: This solicitation does not specify parameters or expectations with regard to program dosage. Applicants are encouraged to propose approaches to meet the needs of the young people they serve, informed by their expertise and prior experience. Applicants should describe which supports/opportunities will be provided after school vs. during, and during the school year vs. during breaks in the year. Hubs should aim to provide long-term support and opportunities (i.e., through the completion of high school/equivalency and/or stable job placement) to the populations they serve.

Applicants should present proposals to address the range of young people's needs (see *Section IV.C.2. Program elements*). Proposals which do not fully address the range of young people's needs are unlikely to be funded through this solicitation. This goal should not be interpreted as a requirement that all young people served by a Hub will receive each type of support/opportunity offered by the Hub. Rather, service delivery should be tailored to young people's individual needs; some young people may require numerous wraparound supports/opportunities, whereas others may have relatively few needs. Applicants should anticipate the relative need for each type of support/opportunity and propose participant dosage and service availability accordingly. Performance metrics will be tailored to the proposed Hub but will be reflective of the broader goals of the initiative. A set of core metrics is anticipated to apply across Hubs.

QUESTION: What type of documentation is required to register a youth served?

ANSWER: Funded applicants and partner providers will be required to provide deliverables and performance measurement data to ISLG and/or the third-party evaluator throughout the duration of the contract, including de-identified, client-level data (see *Appendix 2* for more information on potential deliverables). Deliverables will be finalized during the contracting process and may be subject to change during the contract term, after discussion among all parties to the contract.

Youth served by the Hub will have different strengths and needs; as such, this solicitation does not specify a universal definition of what constitutes service delivery. Not every young person served by a Hub is required to receive every type of support/opportunity offered by the Hub; rather, service delivery should be tailored to young people's individual needs; some young people may require numerous wraparound supports/opportunities, whereas others may have relatively few needs. Applicants should anticipate the relative need for each type of support/opportunity and propose participant dosage and service availability accordingly. As part of its responsibility of managing and providing guidance to CJII contractors, ISLG may visit sites, meet one-on-one with program directors and participants, request relevant documentation, and otherwise ensure delivery of services as set forth in the RFP and any contracts with funded providers.

PERFORMANCE MONITORING AND REPORTING

WE received several questions regarding systems and technologies for the reporting of performance data. This explanation serves to address those questions.

ANSWER: All funded applicants and partner providers will be required to provide performance measurement data to ISLG and/or a third-party evaluator on a quarterly basis. Funded applicants will be required to submit this information via a platform or technology identified by and funded by ISLG. It is anticipated that this system will permit submission of performance metrics in a range of formats and be interoperable with some other systems already in use by providers. Applicants may incorporate other costs of performance monitoring and data collection into their budgets, including portions of the contract term during which direct services will not be provided.

QUESTION: What kind of performance data will you be looking for other than the Performance Measurement Plan listed as *Exhibit 1* on page 20?

ANSWER: Proposed Hubs should be designed to prevent justice system involvement and other negative life outcomes, as described in *Section IV* of the RFP. Performance metrics will be tailored to each Hub but will be reflective of the broader goals of the initiative. Applicants should highlight how their proposals will achieve these and other goals and objectives specific to their proposed Hubs, and use the format in *Exhibit 1* to specify their goals and outcomes.

QUESTION: Will the data sought by the third-party evaluator be customized to each project or whether there will be consistent data points required across all funded project. In either case, will the criteria be co-developed with the grantees? If the latter, when will those data points be determined?

ANSWER: All funded applicants and partner providers will be required to provide performance measurement data to ISLG and/or a third-party evaluator on a quarterly basis. Performance metrics and data required by the third-party evaluator will be tailored to individual Hubs. Nonetheless, a set of core metrics is anticipated to apply across Hubs. Applicants will work with ISLG and the third-party evaluator during the contracting process and throughout the term of the contract to determine appropriate metrics. (See *Appendix 1* for more information about performance monitoring.) These metrics may be subject to change during the contract term, after discussion among all parties, based on programmatic implementation concerns, availability of data, or research needs.

QUESTION: When does data collection commence -- during Pilot or Implementation?

ANSWER: Performance monitoring will commence in the Pilot Phase (II) of the initiative. Initial performance monitoring (during Phase II) will be used to provide insight into implementation and adjust

implementation as necessary. Performance monitoring during Phase III (Implementation) will be used to track performance and ensure full and consistent implementation of the Hub.

QUESTION: Given the requirements of this RFP on service coordination and the necessary data collection procedures and capacity to accompany it, will the CJII be contracting with a technical assistance provider to support development of grantee data capacity, or will grantees be expected to begin projects with this data capacity?

> **ANSWER:** Applicants should describe their organizational (i.e., technical, managerial, and financial) capacity to perform the work set forth in *Section IV*. One of ISLG's responsibilities is to collect performance data to monitor the performance and implementation of CJII investments. CJII funds may be made available to provide training and technical assistance, including needs related to data collection procedures and capacity. Therefore, applicants should also 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 to the applicant and/or partner providers, including with respect to data collection and performance monitoring among applicants or partner providers. Applicants are encouraged to request this assistance as part of their applications so as to improve the implementation of CJII.

QUESTION: Page 6, *Section B*, paragraph 1 states that "Funded applicants and partner providers will be required to provide ongoing performance data to ISLG and a third-party evaluator". Can you please elaborate on the third-party evaluator? How will they be chosen?

> **ANSWER:** Any third-party evaluators will be selected through a separate solicitation process.

QUESTION: What does the communication look like between grantees and evaluator to ensure that (a) requests are reasonable in scope and burden to produce data and (b) evaluator provides sufficient up-front notice to allow data collection of requested items?

> **ANSWER:** ISLG will be responsible for managing, providing guidance to, and overseeing CJII contractors—including evaluators as well as direct service providers—throughout the lifetime of the initiative. ISLG will work with applicants and any third-party evaluator during the contracting process and throughout the term of the contract to determine appropriate metrics and reporting processes. (See *Appendix 1* for more information about performance monitoring.) These metrics may be subject to change during the contract term, after discussion among all parties, based on programmatic implementation concerns, availability of data, or research needs.

QUESTION: The RFP says there is 4 years of funding, but 5 years of obligations – with ongoing reporting requirements after the term of the program (and the funding) ends. Can you provide additional information regarding the scope, frequency and intensity of that reporting? Will the DA's Office consider offering additional funding to cover the costs of that post-program tracking?

> **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 contract term, after discussion among all parties, based on programmatic implementation concerns, availability of data, or research needs. However, ISLG aims to have access to similar information across providers and clients over the duration of the contract. See *Appendix 1* of the RFP for more information on performance monitoring.

COMMUNITY NAVIGATORS

WE received several questions regarding Community Navigators, which are being piloted in partnership with the Silberman School of Social Work at Hunter College. This explanation serves to address those questions.

ANSWER: The Community Navigator pilot will begin to develop a network of trained peers and social workers—Community Navigators—to work with individuals to locate, connect, engage, and stay involved with the services they need. Navigators will be mobile and meet people where they are and serve as the bridge to guide individuals across different systems, city agencies, and organizations to ensure they are connected with the services and resources they need to meet their needs and achieve their goals. Additionally, they will participate in an educational fellowship program that allows them to advance their education and support their career development through meaningful work in social services fields.

The Silberman School of Social Work at Hunter College will be responsible for managing the Community Navigator pilot, including recruiting, hiring, training, and managing individuals to work as Community Navigators as well as the fellowship program. They will also collaborate with city agencies and community-based service providers to explore needs and to facilitate cooperation and coordination.

During the pilot, Community Navigators will focus on working in East Harlem with young people (ages 14 to 21) who are at risk of becoming involved in the justice system and with victims of domestic violence. Ultimately, the network of Navigators will expand to other Manhattan neighborhoods that experience many factors that have an impact on crime, and will also work with youth and adults who are involved in the justice system, other victims of crime, and people returning to neighborhoods from incarceration.

Community Navigators are independent of Youth Opportunity Hubs. They are, however, likely to have interaction with Hubs as part of their work connecting individuals to the services they need. One of the groups Community Navigators will focus on is young people at risk of becoming involved in the justice system. Community Navigators will identify and connect with young people from various city and social service agencies. They will connect those young people with services they need. Those services may be found within one agency or across several agencies. The Community Navigator will work with young people to determine what is needed, help them figure out how to access those services, work with them to make appointments, if necessary or desired, and accompany them to those appointments, if necessary or desired.

Youth Opportunity Hubs may provide some of the services that those young people need. Youth Opportunity Hubs should be willing to work with the young people whom Community Navigators are working with, provided they meet any eligibility criteria Youth Opportunity Hubs have established. Youth Opportunity Hubs are not expected to work with individuals who do not meet established eligibility criteria. Youth Opportunity Hubs are not responsible for hiring, employing, or supervising Community Navigators.

Youth Opportunity Hubs may be asked to share client information with Community Navigators and the Silberman School of Social Work, as it is the entity responsible for managing the Community Navigator. Youth Opportunity Hubs may also be asked to provide programmatic information to the Silberman School of Social Work, as the Community Navigator managing entity, on a regular basis.

PROGRAM AND FUNDING PHASES

QUESTION: Are we required to follow the timeline of three months to have all partnerships and planning in place, followed immediately by 9-month pilot, or is there flexibility? For example, could the Planning and Pilot Phases overlap or could the Planning Phase be extended? These type of considerations would be especially relevant to school-based programs.

> **ANSWER:** The timing and duration of project phases are subject to adjustment based on the needs of individual Hubs. Although funding is earmarked for three months of planning, 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. For instance, the Planning Phase (I) may be extended to align with a school semester. However, funding maximums for each phase may not be increased even if a particular project phase is extended.

QUESTION: Does an organization have to use all three to four years dedicated to Implementation and Capital Improvement or is acceptable to use all of the funds in two to three years?

> **ANSWER:** This funding opportunity is intended to support delivery of supports and opportunities over a period of four years. Although the length of individual phases may be adjusted based on the needs of individual Hubs, applicants should consider the specified timeline and note any deviations in their proposals. Applicants are required to provide service delivery for the four years, with a total contract term of up to five years to account for performance monitoring for an additional year beyond the end of service delivery.
>
> Capital Improvement funds may be disbursed concurrently with Implementation Phase (III) funding, beginning in the second year of the contract. Applicants should propose Capital Improvement plans capable of being realized within the total five-year contract term.

QUESTION: While *Appendix 2* on page 21 details some aspects of deliverables for the applicant, can you please provide further details on how you envision organizations providing wraparound services during the first 3 months of startup followed by the remaining 9 months? What are the expected overall outcomes for the first year?

> **ANSWER:** The Planning Phase (I) will last up to three months, and may include (but not be limited to) hiring additional staff, finalizing agreements and subcontracts with partner providers, and establishing referral streams from city agencies. Piloting (Phase II) will take place over nine months, and be used to demonstrate functioning of the applicant's Hub and adjust delivery as needed. Thus, service delivery will begin in earnest in Phase II. Phase III (Implementation; up to three years) funding will be contingent on approval of the program plan and pilot report developed during Phases I and II (Planning and Pilot), and is intended to support full and consistent implementation of the Hub.
>
> As indicated in *Appendix 2. Deliverables*, the applicant will produce a program plan at the conclusion of the Planning Phase (I), which is to be approved by ISLG before release of funds for Piloting (Phase II). All subcontracts with partner providers must be approved before Phase II work can begin. In addition, a Pilot Report must be approved at the conclusion of Year 1, before the Implementation Phase (III) can commence. Applicants will also be required to provide regular operational status and implementation reports to ISLG. Performance monitoring will commence in the Pilot Phase (II) of the initiative. Initial performance monitoring (during Phase II) will be used to provide insight on implementation and adjust implementation as necessary. Performance monitoring during Phase III (Implementation) will be used to track performance and ensure full and consistent implementation of the Hub.

QUESTION: Are there any restrictions on the costs allowed in Phase II, Pilot? Can vendors include facilities lease costs and equipment to set up a facility?

> **ANSWER:** Applicants are eligible for up to $6.3 million per Hub for Planning (Phase I, three months, $75,000 maximum), Pilot (Phase II, nine months, $1.25 million maximum), and Implementation (Phase III, three years, $5.0 million maximum) Phases. In addition, applicants can apply for up to $4 million in Capital Improvement (Phase IV). Maximum four-year funding per applicant inclusive of capital improvement costs is $10.3 million. In general, current and ongoing operational costs, including costs associated with leases, should be budgeted as indirect or administrative costs. More significant capital costs designed to increase the appeal and functionality of spaces and services that support young people's development should be included as part of Capital Improvement proposals.
>
> All applicants should include a proposed breakdown of funds for Planning (Part I), Pilot (Phase II), Implementation (Part III), and, if applicable, Capital Improvements (Phase IV). Applicants should provide as many specifics as possible (e.g., plans, proposed subcontractors, site, space modifications) for each of the funding phases. Applicants should also provide a Program Budget Narrative that links the proposed costs to the proposed Hub components and activities and outlines any assumptions on which the budget is

based. Applicants should describe funding needs on an annual basis over the length of the funding period (funding may vary by year).

BUDGET AND FINANCES

WE received several questions regarding administrative and indirect expenses. This explanation serves to address those questions.

> **ANSWER:** This solicitation does not specify a maximum allowable rate or maximum amount 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?

> **ANSWER:** This solicitation does not require use of a specific budget form or template. Budgets may be amended after proposal review and as part of the contracting process.

QUESTION: Can you please provide a list of ineligible expenses? This would include limitations to capital funding expenses.

> **ANSWER:** This solicitation does not predetermine specific expenses to be eligible or ineligible for funding. Applicants 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*). Applicants should provide as many specifics as possible (e.g., plans, proposed subcontractors, site, space modifications) for each of the funding phases, including Capital Improvements. Applicants should also provide a Program Budget Narrative that links the proposed costs to the proposed Hub components and activities and outlines any assumptions on which the budget is based. Applicants should describe funding needs on an annual basis over the length of the funding period (funding may vary by year).

QUESTION: Is there a fiscal manual that governs documentation requirements for this program?

> **ANSWER:** Programs funded under this solicitation are not governed by a specific fiscal manual. Deliverables, including financial reports (see *Appendix 2* of the RFP), will be finalized during the contracting process and may be subject to change during the contract term, after discussion among all parties to the contract.

TECHNICAL/APPLICATION QUESTIONS

WE received several questions regarding administrative and indirect expenses. This explanation serves to address those questions.

> **ANSWER:** The applicant will be responsible for managing and coordinating the Hub and should have the capacity to enter into subcontracts with partner providers and disburse funding to them. All subcontracts with partner providers must be approved by ISLG before Pilot (Phase II) work can begin. Although this solicitation does not specify other requirements or guidelines regarding subcontracts, the obligations of the funded applicant (or contractor), specified in the contract template in *Appendix 5* and to be finalized as part of contract negotiations, are expected to apply to subcontracts negotiated between the applicant and subcontractors, including partner providers.

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: If some of the winning proposals do not need $4 million in capital funding each, and so less than $51 million is expended on the six winning proposals, will the DA's Office consider increasing the number of awards to 7 or 8, until all of the available funding is utilized?

> **ANSWER:** DANY anticipates funding up to six total Hubs. Up to $4 million in Capital Improvement (Phase IV) costs are available per Hub. Although DANY expects to fund up to six Hubs total, not every applicant awarded capital funding is expected to be awarded $4 million. In addition, some applicants who request capital funding may be awarded funds solely for the creation and management of a Hub (i.e., not for capital improvements).

QUESTION: Will there be another competition for this particular RFP next year?

> **ANSWER:** Interested and eligible applicants are encouraged to apply for the current funding opportunity. DANY and ISLG anticipate that future funding opportunities may focus on other issues affecting public safety and fairness and efficiency in the justice system. All other current funding opportunities can be found here, and the CJII strategic plan can be found here.

QUESTION: The RFP defines four focus neighborhoods: East Harlem, Central and West Harlem, Washington Heights and the Lower East Side; it also discusses funding six Hubs. Where would the fifth and sixth Hubs be? Is it possible for two to be in the same neighborhood?

> **ANSWER:** This funding can be used to support Youth Opportunity Hubs to serve one or more of the four focus neighborhoods in Manhattan: East Harlem, Central and West Harlem, Washington Heights, and the Lower East Side. Applicants and partner providers should propose to provide supports/opportunities to young people from these neighborhoods. However, applicants are not expected to serve the entirety of one or more of the proposed focus neighborhoods. Rather, the focus neighborhoods identify the eligible neighborhoods where Hubs may be located. As such, it is possible that zero, one, or multiple Hubs could be funded in a given focus neighborhood. DANY reserves the right to fund zero, one, or multiple applicants, based on the proposals received in response to this solicitation.
>
> As detailed in *Section VI.B.1.f* of the RFP, applicants should describe the specific neighborhood(s) in Manhattan the proposed Hub would serve; their proposed catchment area and boundaries of the catchment area; why the area was chosen; and how the proposed approach is appropriate or necessary for the focus populations and catchment area.

QUESTION: In the organizational capacity section, the applicant is asked to upload their latest audit report or financial statement. Is it only the lead applicant that must attach this document, or do we need to provide the audited financials of each organization in the proposed Hub?

> **ANSWER:** Only the applicant (i.e., the "lead applicant") is required to upload their latest audit report or financial statement, or a statement as to why no report or statement is available. Relevant financial documents of partner providers will be required to be submitted if the applicant is selected for funding.

QUESTION: Please clarify: in the Appendices section (*Section VIII*, beginning on page 19), the RFP says that clearly articulated goals broken into objectives, such as shown in *Exhibit 1* on page 20, should be included in our application. Should this be part of our Program Narrative (*Section B*) and be included in the 15-page limit? Or is this a separate appendix that should be included after the narrative (and not subject to the 15-page limit), or included in another section? Please clarify where we include this table.

ANSWER: *Exhibit 1* of the RFP should be included at the end of the Program Narrative. The Program Narrative, including *Exhibit 1*, should be submitted as one document in the CJII Application Portal. *Exhibit 1* will not count toward the Program Narrative page limit, however.

QUESTION: As the narrative page limit is only 15 pages, can tables and attachments be single-spaced or less than 12-point font?

ANSWER: Only *Section VI.B.1 Program Design* has a page limit. This solicitation does not restrict the length of 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. Tables may be formatted to fit legibly onto one or more pages.

Applicants may include reference pages, 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.

QUESTION: Is the optional appeal for capital funding counted against the 15-page limit? If so, does that mean that grantees seeking capital funding have less space, as compared to those not seeking capital funding, to articulate program design?

ANSWER: Only *Section VI.B.1 Program Design* has a page limit. Other sections, including *Section VI.B.2 Capital Funding*, are not subject to page limits.

QUESTION: What documentation is required of partners (MOUs, letter, etc.) for this application?

ANSWER: Applicants should attach letters of support/commitment from each partner provider intending to serve clients through the Hub. These relationships and the program model will be adjusted in the Planning (I) and Piloting (II) Phases. Implementation (Phase III) funding will be contingent on approval of the program plan and pilot report developed during Phases I and II (Planning and Pilot), and is intended to support full and consistent implementation of the Hub. Changes to the proposed approach, including adjustments with partner providers, may occur during these phases and/or in response to the regular operational status and implementation reports submitted to ISLG (see *Appendix 2* for sample program deliverables).

QUESTION: Who will be evaluating the applications?

ANSWER: An evaluation team comprised of ISLG staff and other external experts will evaluate and rate eligible proposals based on the evaluation criteria set forth in *Section VII.B*. The evaluation team may conduct site visits and/or interviews and/or request that applicants make presentations and/or demonstrations, as they deem applicable and appropriate. Although the evaluation team may conduct discussions with applicants submitting acceptable proposals, ISLG and DANY reserve the right to award contracts on the basis of initial proposals received, without discussions; therefore, the applicant's initial proposal should contain its best technical and price terms. A formal background check to assess the technical capacity, financial capacity, and operational integrity will be performed on applicants and subcontractors selected to receive funding through this solicitation. DANY will be responsible for making all final funding decisions. DANY reserves the right to fund zero, one, or multiple applicants, based on the proposals received in response to this solicitation.

QUESTION: If an organization is awarded the contract, will there be an opportunity to renew it at the conclusion of the contract period?

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.