



District Attorney of  
New York County

December 5, 2016

The CUNY Institute for State and Local Governance (ISLG) appreciates your interest in the Request for Proposals (RFP) for Programs and Approaches for Foster Youth Transitioning to Adulthood.

This addendum includes answers to questions submitted to ISLG via the CJII Application Portal by November 4, 2016.

**ANSWERS TO APPLICANT QUESTIONS**  
**Programs and Approaches for Foster Youth Transitioning to Adulthood**

**SUMMARY OF KEY QUESTIONS AND RESPONSES**

**RE: ELIGIBILITY**

- The goal of this RFP is to seek proposals from qualified vendors to plan and pilot or scale up innovative programs and approaches for foster youth who are close to transitioning to adulthood or who have recently transitioned to adulthood from the child welfare system (ages 16 to 24). The types of programs that would help achieve these goals include, but are not limited to, those focusing on housing; employment, education, and supportive services. Other programs/approaches intended to advance permanency outcomes for older youth in foster care, or a combination of these approaches, are also eligible for funding.
- Applicants may apply independently or form partnerships with other organizations to conduct the proposed work. In order to facilitate networking among providers who are interested in applying for CJII funding opportunities, ISLG has created a public, Criminal Justice Investment Initiative networking group on LinkedIn group that anyone may join: <https://www.linkedin.com/groups/7066069>. Applicants should identify intended subcontractors as part of their proposals.
- Applicants need not be located or work primarily in Manhattan, but should serve residents in or from one or more of the five boroughs of New York City.

**RE: POPULATIONS TO BE SERVED**

- Applicants are not required to serve a minimum number of clients. Applicants should speak to the number of clients to be served annually by their proposed program or approach, as well as the program dosage.

**RE: PERFORMANCE MONITORING, REPORTING, AND EVALUATION**

- The programs funded under this RFP may or may not be subject to an evaluation, to be determined by DANY after decisions are made regarding program funding. 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 work with ISLG and the evaluator (if applicable) during the contracting process and throughout the contract term to determine appropriate metrics.
- Applicants should 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.
- Any evaluations of these programs will be conducted by a third-party evaluator selected through a separate solicitation process.

**FUNDING AND BUDGET**

- The maximum individual award is \$1.875 million over up to 3.5 years. Funding for Planning (Phase I) is capped at \$75,000, and funding for Phase II (Implementation) is capped at \$600,000 per year, for up to three years (i.e., maximum \$1.8 million). ISLG acknowledges the need for flexibility to account for the variety of factors that can influence the length of the Planning and/or Implementation Phase(s), and applicants may propose a Planning Phase of shorter or longer duration; funding may vary by year.

**REFERRALS**

- 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 recognizes 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.

**ANSWERS TO APPLICANT QUESTIONS**  
**Programs and Approaches for Foster Youth Transitioning to Adulthood**

**ELIGIBILITY: GENERAL**

**We received several questions about the eligibility of specific types of programs or approaches. We address those questions below.**

**ANSWER:** Applicants may plan and pilot or scale up an innovative program or approaches that addresses the needs of foster youth (ages 16-24) who are transitioning out of care or who have recently transitioned out of care. Proposals should address areas of support for this population, such as workforce development and training, educational attainment, housing, and/or other areas to aid transitions out of care. Programs could be administered by foster youth-serving organizations (e.g., an organization serving primarily foster youth could implement a new employment program) or non-foster youth-serving organizations (e.g., an organization focused employment programs for a broad population could implement a program tailored toward foster youth specifically).

Given that little is known about the effectiveness of interventions with this population, proposals for innovative approaches that are novel to New York City or in general are strongly encouraged. All applicants should describe the evidence base for their proposed program or approach, as indicated in *Section VI.B.1.b*.

**We received several questions about eligibility among applicants with relatively small annual budgets, or proposing programs with total costs significantly below the maximum funding amount. We address those questions below.**

**ANSWER:** This funding opportunity does not limit eligibility with regard to prior experience, capacity (financial or otherwise), or requested funding amount.

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. CJII funds may be made available to provide training and technical assistance. To this end, applicants should identify any area (e.g., technical, managerial, financial; connecting with referral sources; developing partnerships) where training or technical/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.

The maximum individual award is \$1.875 million over up to 3.5 years, divided among a Planning Phase (up to \$75,000 over up to six months) and an Implementation Phase (up to \$1.8 million over up to three years). Implementation (Phase II) funding will be contingent upon approval of the program plan developed during the planning phase (Phase I). There is no minimum request for funding. Factors such as program type, program size, focus population(s), intensity of services, and other may vary significantly across funded applicants. Budgets may be amended after proposal review and as part of the contracting process.

**We received several questions from organizations interested in partnering with other organizations in order to achieve the goals of this RFP. We address those questions below.**

**ANSWER:** Applicants may apply independently or form partnerships with other organizations to conduct the proposed work. In order to facilitate networking among providers who are interested in applying for CJII funding opportunities, ISLG has created a public, Criminal Justice Investment Initiative networking group on LinkedIn group that anyone may join: <https://www.linkedin.com/groups/7066069>. Individuals must have a LinkedIn account in order to join and participate in the group. (Individuals without an existing account can create one at <https://www.linkedin.com/>) Participation in the group is voluntary and will not be a factor in selecting the proposals to be funded.

If you choose to join, as a service provider, you should describe your organization briefly, the services you provide, your geographic focus, and the types of partners with whom you are interested in connecting. For example, "[Organization name] is a non-profit organization that supports young people in the foster care system. We are interested in creating a program to support foster youth with remedial education needs and would be interested in integrating an internship component via another provider."

Another example might include, "[Organization name] is a large non-profit based in Central Harlem serving young people ages 15-18. We provide a number of services, including education support and job placement, and are interested in finding partner organizations for the *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP* who could bring their expertise in foster youth as part of a collaboration."

In either of these cases, one or both of these service providers could reach out to the other organization to discuss whether to partner for the purposes of the RFP. It is the responsibility of individual service providers to connect with one another.

Once service providers have identified and connected with potential partners, ISLG encourages them to continue discussions about whether and how to work toward developing a proposal. This is a public group, so conversations that occur here can be seen by others; in view of that, providers should consider whether to continue conversations over email or by other private means. Conversations that occur within this LinkedIn group will not be assessed as part of the proposal evaluation process.

**QUESTION: Do we have to identify providers we will be partnering with in our initial proposal or can we wait for the Planning Phase?**

**ANSWER:** As part of the Organizational Capacity section (VI.D) of the RFP, applicants are expected to provide information about any Partner Providers/subcontractors (if applicable), including a description of their role in the proposed program/approach. Thus, applicants should identify intended subcontractors as part of their proposals. All subcontracts between the funded applicant and partner organizations must be approved by DANY. Applicants should include letters of support from Partner Providers as part of their submission (see *Section VI.D* on p.15).

All applications will be evaluated on the extent to which they meet the needs of young people transitioning to adulthood from foster care. ISLG and DANY reserve 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. It is also anticipated that agreements and subcontracts with partner providers will be adjusted and finalized during the Planning (I) Phase. Thus, although applicants' proposals should specify subcontractors and their role in the proposed program or approach, and attach letters of support/commitment from each subcontractor, these relationships and their role on the project will be adjusted and

finalized in the Planning (I) Phase. In the event that a selected applicant is unable to fulfill the requirements of the contract awarded pursuant to this solicitation, DANY reserves the right to enter into contract negotiations at a later date with other providers available to implement the program.

**QUESTION: Will applications from collaborative partnerships be favored over applications from single organizations?**

**ANSWER:** Applicants may apply independently or form partnerships with other organizations to conduct the proposed work; neither model is preferred over the other. All proposals will be assessed based on their responsiveness to the goals and requirements of the RFP, including the applicant's and any partner provider's relevant experience and organizational capacity. See *Sections VI.D* and *VI.E* for more information.

If an applicant engages partner organizations ("Partner Providers") in the work, only one organization should serve as the official applicant and submit the proposal to DANY on behalf of the partnership/coalition that will conduct the work. In such case, the applicant will hold the primary contract awarded under this RFP and will then subcontract with the Partner Provider(s). All Partner Providers must be approved by DANY, as indicated in *Appendix 7*.

**QUESTION: Whereas applicants may not submit or be funded for more than one proposal, could an agency that is submitting a full funding proposal be listed a recipient of proposed services on another agency's proposal as long as they are not funded?**

**ANSWER:** Applicants are not restricted from serving as Partner Providers or referral source on more than one proposal. However, organizations may not serve as the applicant on more than one proposal.

### **ELIGIBILITY: PROGRAM DESIGN**

**QUESTION: We already have a program whose effectiveness has been proved. However, the population that we will be serving in the case we are awarded is, in some ways, new for us. Where should we consider our program? Under the piloting or scaling proposals?**

**ANSWER:** All applicants are eligible for funding for both Planning and Implementation Phases, with the length of the Implementation Phase dependent on whether the proposal involves a pilot or a new program/approach, in which case up to six months of funding are available; or whether the proposal involves implementation or scaling up of an existing program/approach, in which case up to three months of funding are available.

The program described in the question above would be eligible for a six-month Planning Phase, as the program would be "new" for the provider. On the other hand, "scaling up" proposals refer to programs or approaches that have already been implemented by the applicant, but which would be expanded in scale or scope; such approaches are eligible for a three-month Planning Phase. In either case, ISLG acknowledges the need for flexibility to account for the variety of factors that could influence the length of the Planning and/or Implementation Phase(s), and as such, applicants may propose a Planning Phase of shorter or longer duration. Regardless of length, funding for the Planning Phase is limited to \$75,000.

**QUESTION: Will organizations that provide multiple or all services among those listed on Pages 9 - 11 of the RFP be favored over those that specialize in providing fewer services or just one services?**

**ANSWER:** The types of programs that would help achieve the aforementioned goals include, but are not limited to, those focusing on housing; employment, education, and supportive services; a combination of these approaches; or other programs/approaches intended to advance permanency outcomes for older youth in foster care. Applicants are not required to provide multiple services. Nonetheless, we recognize that effective support for this population often requires attention to multiple needs, such as programs that provide remedial education as well as pathways to employment not dependent on higher education; or approaches that address young people's financial needs (e.g., via stipends; paid internships) while providing other supports (e.g., to complete one's high school diploma; to address mental health needs).

**QUESTION: Would a vendor proposing to utilize housing case management coupled with referrals to partner agencies who provide these services be sufficient or must the provider offer actual housing such as group housing, for example.**

**ANSWER:** Applicants are not required to provide multiple services. Nonetheless, we recognize that effective support for this population often requires attention to multiple needs, such as programs that provide remedial education as well as pathways to employment not dependent on higher education; or approaches that address young people's financial needs (e.g., via housing stipends; paid internships) while providing other supports (e.g., to complete one's high school diploma; to address mental health needs).

Applicants should describe their existing partnerships with city agencies and providers, including for referral purposes, as indicated in *Sections VI.B.1.d* and *VI.D*. Applicants should provide basic information about any Partner Providers/subcontractors (if applicable) as part of the Organizational Capacity section (*VI.D*) of the RFP.

In addition, a Community Navigator pilot, also funded by CJII, will begin to develop a network of trained peers and social workers—Community Navigators—to work with individuals to locate, connect, and engage with services they need. Community Navigators are independent of programs funded through the *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP*. They are, however, likely to have interaction with programs funded through this RFP as part of their work connecting individuals to the services they need. Those services may be found within one or several agencies or organizations. The Community Navigator will work with the young person to determine what is needed, help them figure out how to access the services, work with them to make appointments (if necessary or desired), and accompany them to those appointments (if necessary or desired).

Funded applicants/programs under this *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP* should be willing to accept referrals from Community Navigators working with young people in the foster care system. See more information in the section below on *Community Navigators*.

**QUESTION: On Pages 9 - 11 of the RFP, examples of types of eligible programs and approaches are listed and described. Are any program approaches favored over others?**

**ANSWER:** The types of programs that would help achieve the aforementioned goals include, but are not limited to, those focusing on housing; employment, education, and supportive services; a

combination of these approaches; or other programs/approaches intended to advance permanency outcomes for older youth in foster care. These approaches are not considered exhaustive but rather, are possible ways applicants could address factors known to contribute to poor outcomes among young people aging out of foster care. Other approaches not listed here are eligible for funding (see *Appendix 3*).

**QUESTION: Is it acceptable under this RFP to propose working with CUNY as an educational partner?**

**ANSWER:** Colleges in New York State, including those part of the CUNY system, are eligible to apply for funding as well as serve as Partner Providers or referral sources. Government agencies are eligible for funding under the *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP*, provided that government staff are not supported through this funding. Public universities may want to consult with their counsel as to their eligibility. Potential conflicts of interest resulting from proposed partnerships will be determined on a case-by-case basis, according to the scope of the work described in the solicitation. See *Section IV.B* for more information on eligibility criteria.

**QUESTION: Can we leverage the City’s summer jobs program (DYCD) in our proposed intervention?**

**ANSWER:** Applicants may apply independently or form partnerships with other organizations or entities to conduct the proposed work. If an applicant engages partner organizations (“Partner Providers”) in the work, the applicant will hold the primary contract awarded under this RFP. Note that asset forfeiture funds (i.e., the source of CJII funding) cannot be used to fund government staff, however.

As part of the Organizational Capacity section (*VI.D*) of the proposal, applicants should include basic information about any Partner Providers/subcontractors (if applicable), including a description of their role in the proposed program/approach; as well as letters of support/commitment from city agencies, consultants, subcontractors, and/or other funders, as appropriate. Letters should be addressed to DANY and submitted as a single file in the CJII Application Portal. Note that applicants do not need and should not request letters of support from ACS. Applicants should also describe their plans for outreach and engagement, including referral streams, in their Program Narrative (see *Section VI.B.1.d*).

**QUESTION: Does an Educational Navigator program currently exist in NY State or City? Or is this something we must implement, like a mentor?**

**ANSWER:** Neither NYS nor NYC currently has educational navigator programs. ACS contracts with private foster care providers, and most of these providers have Education Advocates that provide support to youth in foster care. However, many youth who are aging out of foster care could benefit from additional support for educational attainment specifically.

Applicants are not required to implement any particular program or approach. Proposals should address areas of support for young people aging out of foster care, such as workforce development and training, educational attainment, housing, and/or other areas to aid transitions out of care. As detailed in *Section VI.B.1.c* of the RFP, applicants should describe how the proposed intervention is appropriate or necessary for the focus population.

**QUESTION: Page 7 reads: "ensure that the young person has an adequate support network before discharge, including a caring adult". Will these be mentors from the program, or should the applicant focus on adult family members from the foster youth's life (or another adult present in their life)?**

**ANSWER:** Young people who age out of care are those for whom “permanency” has not been achieved, i.e., those who have not been: 1) discharged from foster care to reunification with their family, either a parent or other relative; (2) discharged from foster care to a legally finalized adoption; or (3) discharged from foster care to the care of a legal guardian. For such young people, stable, continuous, and reciprocal relationships with caring adult(s) are essential. Most importantly and whenever possible, these adults should be identified from a young person’s natural networks and may include family members, fictive kin, teachers, coaches, and others. Ensuring that young people also know how to access organizational resources, which may include youth advocates, mentors, support groups or other after-care services, is also essential.

**QUESTION: We are interested in scaling up a number of our current initiatives for this population, and would like to know if it would be acceptable to deepen the services for the youth in our programs, especially by providing a richer staffing pattern, and more internship/workforce opportunities, rather than expanding to serve additional youth outside of our programs. In some cases, we may want to serve additional youth in specific aspects of the CJII-proposed approach, but not others. Would this be permitted?**

**ANSWER:** Applicants may plan and pilot or scale up an innovative program or approaches that addresses the needs of foster youth (ages 16-24) transitioning out of care. Applicants should indicate how their proposed program or approach expands beyond their existing services, as indicated in *Section VI.B.1.a*. Thus, proposals to “scale up” could entail increasing the number of young people served as well as expanding or deepening the scope of services. ISLG recognizes that not every individual served through the *Programs and Approaches for Foster Youth Transitioning to Adulthood Investment* will be “new” to the provider.

### **ELIGIBILITY: LOCATION**

**We received several questions regarding eligibility with respect to location of service delivery and borough of residence of clients receiving services. The following answer addresses these questions.**

**ANSWER:** Applicants need not be located or work primarily in Manhattan, but should serve residents in or from one or more of the five boroughs of New York City.

### **POPULATIONS TO BE SERVED**

**We received several questions about the minimum number of clients to be served through this initiative. The following answer addresses these questions.**

**ANSWER:** Applicants are not required to serve a minimum number of clients. Applicants should speak to the number of clients to be served annually by their proposed program or approach, as well as the program dosage, as specified in *Sections VI.B.1.e* and *VI.B.1.f*. All applicants will be assessed on the scale and impact of their proposed programs, as specified in *Section VI.B.1.e*.

**We received several questions about the eligible age range for participants of programs/approaches funded through this initiative. The following answer addresses these questions.**

**ANSWER:** This initiative is intended to fund programs or approaches to support foster youth who are close to transitioning to adulthood or who have recently transitioned to adulthood from the child welfare system. It focuses on individuals aged 16 to 24 years old with current or past foster system involvement, which includes the period during which most young people age out of care, between the ages of 18 and 21.

ISLG recognizes that specific programs or approaches funded by this initiative may be relevant only to a subset of the focus population, or to a wider population. For instance, according to New York City Administration for Children’s Services Preparing Youth for Adulthood plan, preparing for the transition into adulthood should begin at age 14 for foster youth, and as such, an applicant may propose a program for which a wider focus may be justified. Thus, applicants should speak to the specific populations for which their program or approach is designed (e.g., specific age, youth of different cultural groups). 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.

**QUESTION: Do you expect agencies to serve a group of new young people each year, or could a program enroll youth for multiple years? For example, some career and education programs offer supports from high school equivalency classes all the way through college enrollment and retention; however it could take a young person 2 - 3 years to complete. Would it be acceptable to have a certain number of youth enrolled in the program for multiple years?**

**ANSWER:** This investment seeks to expand the availability and types of support for young people aging out of foster care. ISLG recognizes that not every individual served through the *Programs and Approaches for Foster Youth Transitioning to Adulthood Investment* will be “new” to the provider. Eligible programs could serve as temporary interventions or as longer-term approaches, and as such, participation could span several months or even years. As detailed in *Section VI.B.1.c* of the RFP, applicants should describe how the proposed intervention is appropriate or necessary for the focus population. Given that funding for the Implementation Phase is capped at three years, some initial outcomes should be observable within that timeframe, even if proposed programs or approaches extend beyond a three-year timeframe.

There is no minimum number of clients to be served annually. Applicants should speak to the number of clients to be served annually by their proposed program or approach, as well as the program dosage, as specified in *Sections VI.B.1.e* and *VI.B.1.f*. All applicants will be assessed on the scale and impact of their proposed programs, as specified in *Section VI.B.1.e*.

**QUESTION: Could an organization with an innovative approach to helping young adults transition to independence be eligible for this funding if the program is designed for a specific sub-population of the target population, such as individuals with significant learning differences and/or Asperger’s-like autism spectrum disorders?**

**ANSWER:** This initiative focuses on foster youth (ages 16-24) who are close to transitioning to adulthood or who have recently transitioned to adulthood from the child welfare system. Applicants may elect to focus on a subset of this population. Applicants should speak to the extent to which their proposed services are culturally, linguistically, or otherwise appropriate for the focus population. This could include identifying elements of program design that allow for

flexibility and tailoring of the program/approach based on clients' backgrounds, and key staff members who have specific expertise to serve the focus population(s).

**QUESTION: The RFP mentions the targeted population for this funding opportunity is individuals aged 16 to 24 with current or past foster system involvement. What is the profile of the average young person who may be referred for services? Can you provide demographics for the 600 young people aging out of care?**

**ANSWER:** The gender and race/ethnicity characteristics of young people ages 16-21 who were in care in NYC on 12/31/2015 and who had an APPLA (Another Planned Permanent Living Arrangement) goal—many of whom will eventually age out of care—are as follows:

<b>Gender</b>	<b>Number</b>	<b>Percent</b>
Female	1,106	55.8
Male	875	44.2
<b>Total</b>	<b>1,981</b>	<b>100.0</b>

<b>Race/Ethnicity</b>	<b>Number</b>	<b>Percent</b>
African American	1,137	57.4
Asian/Pacific Islander	48	2.4
Hispanic	644	32.5
White	74	3.7
Other	25	1.3
Unknown	53	2.7
<b>Total</b>	<b>1,981</b>	<b>100.0</b>

**QUESTION: What is the screening process for adults considered for permanency? Is ACS responsible for the screening?**

**ANSWER:** ACS contracts with private nonprofit organizations that are responsible for screening and certifying foster and adoptive homes. Prospective foster/adoptive parents and foster homes are screened and subject to standards set by state laws and regulations. Prospective foster homes must be evaluated and determined to meet basic physical, health, and safety requirements. Homefinding staff from ACS' contracted foster care agencies visit prospective foster parents at home and collect detailed information about the applicants as well as other household members and potential caregivers for the child. Home studies must evaluate the prospective foster parent's ability to address the child's health and safety. Foster homes must be in compliance with criteria concerning physical condition, safety, resources, character, motivation, and willingness to cooperate with the agency or district in providing services needed and carrying out the permanency plan.

**QUESTION: Does New York City have a blended child welfare system (i.e., juvenile justice and social services young people in the same system) or are they separate entities? Do youth typically cross over between systems?**

**ANSWER:** The Administration for Children's Services (ACS) oversees both the child welfare and juvenile justice systems. ACS contracts with private providers that deliver foster care and juvenile justice services. A number of providers deliver both foster care and juvenile justice

services. Youth who touch both the child welfare and juvenile justice systems are known as “crossover youth.”

**QUESTION: Do you consider unaccompanied minors in foster care as youth in the foster system?**

**ANSWER:** This initiative focuses on foster youth (ages 16-24) who are close to transitioning to adulthood or who have recently transitioned to adulthood from the child welfare system. Eligible youth may still be in ACS care or may have transitioned out of ACS care in recent years. Unaccompanied minors who are in foster care with ACS or who have recently transitioned out are eligible to take part in the initiative. Unaccompanied minors in the care of the federal Office of Refugee Resettlement are not in ACS foster care, and are not be eligible to participate. For more information about unaccompanied minors, please see:

<http://www.acf.hhs.gov/orr/programs/ucs>.

All children in New York City, including unaccompanied minors who have been released from the custody of the Office of Refugee Resettlement, are eligible for child protective and foster care services from ACS under the following circumstances: The Statewide Central Register, also known as the "Hotline," receives telephone calls alleging child abuse or maltreatment within New York State. If an unaccompanied minor in New York City is reported to the Hotline, ACS will investigate. If the unaccompanied minor is determined to be abused, neglected or destitute they may be placed in foster care with ACS.

**PERFORMANCE MONITORING, REPORTING, AND EVALUATION**

**We received several questions about third-party evaluators. The following answer addresses these questions.**

**ANSWER:** The programs funded under this RFP may or may not be subject to an evaluation, to be determined by DANY after decisions are made regarding program funding. 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 work with ISLG and the evaluator (if applicable) during the contracting process and throughout the contract term to determine appropriate metrics. Any evaluations of these programs will be conducted by a third-party evaluator selected through a separate solicitation process.

At ISLG’s direction, the Contractor (i.e., grantee) will provide to ISLG, its subcontractor(s), agent(s), or designated third-party evaluator(s): (i) aggregate data regarding services and other items provided by Contractor pursuant to this Agreement, and/or (ii) non-Personally Identifiable Information (“PII”) regarding individuals who apply for or receive services as a result of this funding.

**QUESTION: Page 12, Part D: Goals and Objectives mentions that “outcomes may include...” Are these outcomes required? What, if any, are mandatory outcomes or is it up to the bidder to identify outcomes?**

**ANSWER:** Applicants should propose outcomes that reflect the goals of their proposed program/approach and correspond to the purpose of the initiative, which is to improve transitions to adulthood for young people aging out of foster care. Potential outcomes include, but are not limited to:

- Reduced use of residential facilities (e.g., shelters) and justice/mental health facilities

- Reduced rates of entry and reentry into the criminal justice system
- Improved rates of educational attainment
- Improved rates of placement into stable employment
- Reduced rates of homelessness and improved housing stability
- Increased rates of permanency for older youth.

Performance metrics will be tailored to each grantee 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 program/approach, and use the format in Exhibit 1 to specify their goals and outcomes. 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: If awarded, can we use a portion of Phase II allocated funds toward the data evaluation/sharing and performance measurement that is required for the two additional years following conclusion of the funding?**

**ANSWER:** Applicants should incorporate into their budgets any costs associated with performance monitoring and data collection, 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.

**QUESTION: How much weight is given to the replicability of the project in the decision-making?**

**ANSWER:** Given that little is known about the effectiveness of interventions with this population, proposals for innovative approaches that are novel to New York City or in general are strongly encouraged. Regardless of program design, data gathered by grantees throughout the term may be used to adjust implementation of services. Grantees may be required to coordinate regularly with a third-party evaluator contracted by DANY to examine the effectiveness of the programs/approaches funded through this RFP. Grantees will be required to provide the independent evaluator with program and process information as requested by the evaluator and/or ISLG on a regular basis. Applicant's plans for performance measurement will be assessed as part of the application review process.

## **FUNDING AND BUDGET**

**We received several questions about the length and distribution of funding across the Planning and Implementation Phases. The following answer addresses these questions.**

**ANSWER:** Funding for Planning (Phase I) is capped at \$75,000, and funding for Phase II (Implementation) is capped at \$600,000 per year, for up to three years. The Planning Phase is

intended to support activities that would precede commencement of service delivery (i.e., piloting or implementation). It may include, but would not be limited to, hiring additional staff, finalizing program plans, and establishing referral streams from city agencies. The Implementation Phase is intended to support full and consistent implementation of the program/approach.

ISLG acknowledges the need for flexibility to account for the variety of factors that can influence the length of the Planning and/or Implementation Phase(s), and applicants may propose a Planning Phase of shorter or longer duration. Applicants should describe funding needs on an annual basis over the length of the funding period. Funding may vary by year, but is capped at \$600,000 per year in Phase II. Thus, applicants may propose to pilot a program/approach following approval of their program plan developed in the Planning Phase, and then expand their program/approach to full implementation based on results from the pilot.

**QUESTION: What is the total amount of funding that can be requested for the 3½ year funding period?**

**ANSWER:** The maximum individual award is \$1.875 million over up to 3.5 years, divided between a Planning Phase (up to \$75,000 over up to six months) and an Implementation Phase (up to \$1.8 million over up to three years). Implementation (Phase II) funding will be contingent upon approval of the program plan developed during the planning phase (Phase I).

**QUESTION: Will bidders who have secured a philanthropic match for this opportunity be given preference?**

**ANSWER:** Applicants may propose programs or approaches funded in part or in whole by this initiative. Applicants are not required to provide match funding.

Applicants should describe their plans for sustainability following the end of grant funding, as described in *Section VI.B.2*.

**QUESTION: Do you plan to distribute the funding evenly among the 3 selected projects or would the total funding be allocated to the most compelling 3 projects at a number requested by the organization based on need?**

**ANSWER:** DANY reserves the right to fund zero, one, or multiple applicants, based on the proposals received in response to this RFP. Budgets may be amended after proposal review and as part of the contracting process. Therefore, applicants may be funded for the full amount requested or a portion thereof.

**QUESTION: Is there a maximum fringe benefit rate?**

**ANSWER:** There is no maximum allowable rate for fringe benefits. Applicants should provide justification for the budget and any rates requested, including fringe costs. Applicants should 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*). Budgets may be amended after proposal review and as part of the contracting process.

**QUESTION: Can an organization include profit in their budget?**

**ANSWER:** For-profits, non-profit organizations, and governmental entities are eligible to apply, provided that they meet the eligibility criteria defined in *Section IV.B* of the RFP. Note that asset forfeiture funds (i.e., the source of CJII funding) cannot be used to fund government staff, however.

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 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 possible (e.g., plans, proposed subcontractors, site, space modifications) for each of the funding phases.

**QUESTION: How do you anticipate spending the 1 - 2 additional years of the contract term beyond the conclusion of funding?**

**ANSWER:** The anticipated contract term will not exceed 5.5 years, and may include up to two additional years beyond the conclusion of funding for purposes of data sharing and evaluation. 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.

**QUESTION: Is there a possibility of extending/renewing funding beyond the contract term, even if a sound sustainability plan has been presented?**

**ANSWER:** Applicants should consider sustainability in the design and implementation of the program/approach and address steps they will take to increase the likelihood of sustainability following the end of grant funding. Applicants should discuss with as much specificity as possible the government agencies and other organizations they believe might fund the program/approach in the future to extend their overall impact.

DANY, in its sole discretion, may renew a contract for a specified period of time and reserves the right to modify the length of the renewal term. All renewals shall be on substantially the same terms and conditions contained in the original contract.

**QUESTION: Re: page 26, Appendix 5. Sample Budget Form: Whereas it is noted that we can do our own form as long as all the elements are included, there is only one column for FTE (planning). Can we include an additional column to include FTE for implementation?**

**ANSWER:** The budget form is included only as an example; applicants may submit budgets in a different format, but their budgets should include at least the sections and information identified in the sample budget form (*Appendix 5*). Thus, applicants may propose different or additional FTE in different phases of the funding.

**QUESTION: Re: Page 26, Appendix 5. Sample Budget Form: In the column labeled, ' per unit cost', this makes sense for OTPS [Other than Personal Services]. Can you clarify if PS [Personal Services] means annual salary?**

**ANSWER:** In the example template, the “per unit cost” would apply to staff salaries. Note that the budget form is included only as an example; applicants may submit budgets in a different format, but their budgets should include at least the sections and information identified in the sample budget form (*Appendix 5*).

**QUESTION: Can you please clarify if we can only use full time staff under this initiative or both?**

**ANSWER:** Both full and part-time staff are eligible to be funded under this initiative (provided that they are not employed by the government). As indicated in *Section VI.D.1*, applicants should describe the resources they would use to provide the proposed program/approach, including, but not limited to, the number of all permanent full-time staff members, facilities, volunteers, technology (if applicable), and other resources.

## **REFERRALS**

**We received several questions about referrals to and from other organizations or entities. The following answer addresses these 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 recognizes 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.

Programs should also be willing to accept referrals from Community Navigators working with young people in the foster care system. Community Navigators work with individuals to locate, connect, and engage with 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 that meet their needs and achieve their goals. See more information in the section below on *Community Navigators*.

## **COMMUNITY NAVIGATORS**

**QUESTION: Re: Community Navigators, page 4: What type of information will the lead vendor be expected to share with Community Navigators? Will this include confidential information? If so, what steps will be put in place to ensure the information is protected?**

**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, and engage with 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 that meet their needs and achieve their goals. Additionally, Community Navigators will participate in an educational fellowship program that allows them to advance their education and support their career development through meaningful work in social service 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) and the fellowship program. The Silberman School of Social

Work will also collaborate with city agencies and service providers to explore needs and to facilitate cooperation and coordination among stakeholders.

Community Navigators are independent of programs funded through the *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP*. They are, however, likely to have interaction with programs funded through this RFP as part of their work connecting individuals to the services they need. Those services may be found within one or several agencies or organizations. The Community Navigator will work with the young person to determine what is needed, help them figure out how to access the services, work with them to make appointments (if necessary or desired), and accompany them to those appointments (if necessary or desired).

Funded applicants/programs under this *Programs and Approaches for Foster Youth Transitioning to Adulthood RFP* should be willing to accept referrals from Community Navigators working with young people in the foster care system. In such cases, foster youth must meet the eligibility criteria of the program. Funded programs are not expected to work with youth who do not meet their established eligibility criteria, nor are these programs responsible for hiring, employing, or supervising Community Navigators. Similarly, selected programs under this RFP will be encouraged to refer clients to work with Community Navigators to support their ancillary needs.

Programs funded under this RFP may be asked to share client information with Community Navigators and the Silberman School of Social Work, the entity responsible for managing the Community Navigators, to facilitate program implementation. The Community Navigator pilot will be critical in determining which client information can be shared among the various stakeholders and how to best share it. The specifics regarding the sharing of client information will be finalized during contract negotiations with applicants who are selected to move forward under this RFP. The Silberman School of Social Work will ensure that the process and procedures for sharing client information among the various stakeholders will be informed by best practices in working with young people in the foster care system. The Community Navigator pilot and initiative will comply with all federal, state and city legal requirements.

The Community Navigator pilot will help inform other aspects of the Community Navigators Initiative that relate to the work funded under this RFP. In terms of Navigator assignments, the pilot will help determine where and how to best assign the Navigators (by catchment area, organization, focus population(s), etc.) for the later expansion of the initiative. Community Navigators will carry caseloads, with the exact number and focus population(s) to be determined during the pilot. Regarding training of Navigators, the Silberman School of Social Work at Hunter College will be responsible for determining models of care and developing Navigator training content during the pilot as well.

## **TECHNICAL/APPLICATION QUESTIONS**

**QUESTION: What should we use for the project start date?**

**ANSWER:** The anticipated contract start date, which would commence the Planning Phase, is Spring 2017 (See *Section I.B* of the RFP for additional anticipated dates).