

Date Issued: May 3, 2023

**THE CITY OF NEW YORK
THE NEW YORK COUNTY DISTRICT ATTORNEY’S OFFICE
(the "Agency / Department / DANY")
REQUEST FOR PROPOSALS**

**TITLE: Court-Based Navigator Program
PIN: 901-2023CourtNavigatorRFP**

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SECTION I - TIMETABLE

A. Release Date of this Request for Proposals: May 3rd, 2023

All questions and requests for additional information concerning this RFP should be directed to Migdalia Veloz, the Authorized Agency Contact Person, at:

E-Mail Address: BIDSRFPS@DANY.NYC with a copy to velozm@dany.nyc.gov

DANY will respond to questions around the Court-Based Navigator RFP. Questions must be submitted by Monday, May 15th, 2023, at 11:59 p.m. EST. Answers to received questions will be made available as an addendum to this RFP on or about May 22nd, 2023. All emails with questions regarding the RFP should include the Pin#901-2023CourtNavigatorRFP in the subject line.

B. Proposal Due Date and Time and Location:

- Date: June 9th, 2023
- Time: 11:59 p.m. EST
- Location: Proposals should be in an electronic PDF format and be emailed to BIDSRFPS@DANY.NYC

Failure to submit a proposal by the due date and time may result in the proposal being considered non-responsive to this RFP and not considered for award. Unless an addendum to this RFP is issued extending the due date and time, all proposals must be submitted prior to the time and date set forth above.

C. Anticipated Contract Start Date: Fall 2023

SECTION II - SUMMARY OF THE REQUEST FOR PROPOSALS

A. Purpose of RFP:

The Manhattan District Attorney's Office (DANY) has committed to investing funds through its Criminal Justice Investment Initiative (CJII) to support projects that improve public safety and fairness in the New York City criminal justice system. DANY is seeking proposals to design and implement a Court-Based Navigator program to serve people arraigned in Manhattan and released to the community.

DANY will be leading the procurement process for the Court Based Navigator RFP including answering questions regarding the RFP, accepting proposals, and coordinating the evaluation committee. DANY will hold the contract with the selected grantee and provide oversight and guidance throughout the lifetime of the initiative. The Research Foundation of City University of New York (Research Foundation) will distribute funds awarded under this initiative. Up to \$3,000,000 will be available to fund the Court-Based Navigator program described in this RFP.¹

The COVID-19 Pandemic destabilized many people across Manhattan, New York City, and the Nation resulting in the loss of their services and community supports often resulting in contact with the criminal legal system. This program will focus on serving individuals who have been detained pre-arrest who are ultimately released by the court to the community following arraignment, with the goal of engaging individuals at an early intercept of the criminal justice system who may have unmet behavioral health needs. The grantee selected to administer the Court-Based Navigator RFP will work closely with DANY to design and implement a voluntary peer navigation program primarily based in Manhattan Criminal Court arraignments.

The Court-Based Navigator program will be rooted in principles of peer mentoring models, rapid engagement, system navigation, and other evidence-based practices. The program will enhance public safety by rapidly engaging individuals at an early intercept of the criminal justice system to meet their immediate needs and continue to serve directly in their communities to address longer-term underlying needs. Court-Based Navigators will also work to provide warm handoffs to community-based navigators and/or providers, as needed. Services may include emergency assistance (i.e., food and clothing assistance), or connection to more comprehensive wraparound social services including behavioral health treatment, supportive housing, economic empowerment, and other services tailored to the individual needs of the participant.

The selected provider will employ, train, and support Court navigators with relevant lived experience such as prior criminal justice system involvement, history of behavioral health needs or housing insecurity, etc. Peer navigators will initially connect with individuals to build

¹ This investment is distinct from, but builds upon, a prior CJII RFP released on December 14th, 2022, which sought to invest up to \$6 million for the Neighborhood Navigators/Community Based Navigators to operate directly in selected communities and build relationships with individuals who are unhoused or who have unstable housing and have complex needs including challenges with mental health or substance use.

relationships and trust, and when appropriate, work to connect participants to voluntary community support services. The peer navigators will enhance coordination among local service providers and city agencies to improve connection to and retention in services to promote positive outcomes for participants.

Prior to the release of this RFP, DANY worked with experts at John Jay College for Criminal Justice's *From Punishment to Public Health (P2PH)* initiative to discuss existing resources and identify gaps and opportunities to better serve people with behavioral health needs involved in the criminal justice system. DANY met with key stakeholders in the community, non-profits, city, and state entities. Key recommendations included: increase voluntary peer navigation at arraignments to provide immediate resources including those to address emergency basic needs and accompaniment to urgent services; to help individuals navigate the legal process; and to provide continued responsive system navigation and peer support in community through a network of service providers specifically to address behavioral health, housing, and economic insecurities. These recommendations are reflected in the RFP.

B. Anticipated Contract Term and Specifications:

DANY anticipates awarding one contract for the creation of the Court-Based Navigator program in alignment with the goals of this RFP (see Section IV in anticipated scope of services). The length of funding will not exceed three years and six months, with the planning period estimated to begin in Fall 2023. The planning phase may last up to six months and the implementation phase will last for three years and will include a three-month pilot phase. The funded applicant must provide performance metrics to DANY throughout the contract period and may be required to continue to work with evaluators at DANY and/or a third-party evaluator up to two years beyond the program funding, to allow for a fuller understanding of program performance and outcomes.

DANY anticipates that any agreement entered as a result of this RFP will be with DANY as the contracting party. The contract template is attached as Appendix L. In the event that the selected applicant is unable to fulfill the requirements of the contract awarded pursuant to this RFP, DANY reserves the right to enter into contract negotiations at a later date with other providers who are available to fulfill the services specified in this RFP.

Applicants may apply independently or form partnerships with other organizations 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. The applicant may subcontract with the Partner Provider(s) or enter into formal linkage agreements. 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. However, if subcontract(s) or formal linkage agreements are part of the proposal, applicants should submit an abstract of the relationship.

Applicants may submit only one proposal as a lead applicant in response to this RFP. Applicants submitting a proposal as a lead applicant may, however, also serve as partners/subcontractors on one or more other proposals.

C. Anticipated Funding

DANY anticipates funding to be up to \$100,000 for planning (six-months) and up to \$2,900,000 for implementation (three-years) of a Court-Based Navigator program. Total funding for this project will not exceed \$3,000,000. Implementation funding will be contingent upon approval of the program plan developed during the planning phase and a revised program plan following a pilot period during year 1 of implementation.

DANY acknowledges the need for flexibility to account for the variety of factors that can influence the length of the Planning and/or Implementation Phase.

SECTION III – KEY TERMS

Arraignment: The initial appearance in front of a Judge after someone is arrested when they are informed of the charges against them and are formally charged with a crime or non-criminal offense.

Behavioral Health: Behavioral health generally refers to mental health and substance use disorders as well as impacts from life stressors, crisis and physical symptoms related to stress. For the purpose of this RFP, we use the term behavioral health; however, providers can serve one type of behavioral health service, i.e., substance use treatment or harm reduction.

Court-Based Navigator Program: The Court-Based Navigator program will serve individuals post-arrest who are released following arraignment at Manhattan Criminal Court. The program will be completely voluntary and is not formally connected to an individual's criminal case. The program will utilize a two-pronged approach to address the immediate and long-term needs of this population through peer support and navigation to wraparound services.

Criminal Justice Investment Initiative (CJII): The New York County District Attorney's Office established CJII in 2014 to invest funds² in impactful projects that will improve public safety and promote a fair and efficient criminal justice system.

New York County District Attorney's Office (DANY): Manhattan District Attorney's Office. DANY established the Criminal Justice Investment Initiative.

Peer Navigator: For the purposes of this program, peer navigators are staff members with similar life experience to those that they serve. Peer Navigators connect and build transformational relationships with the target population to assist participants in actualizing positive behavioral change and accessing helpful resources and supports.³ In this initiative, peer

² These are asset forfeiture funds, derived from settlements with international banks that violated U.S. sanctions.

³ Urban Institute (2022) New York City's Wounded Healers: A Cross-Program, Participatory Action Research Study of Credible Messengers, [New York City's Wounded Healers: A Cross-Program, Participatory Action Research Study of Credible Messengers](#)

See also: Credible Messenger Justice Center : A Transforming Approach to Justice <https://cmjcenter.org/approach/>

navigators should have lived experience of behavioral health challenges, housing insecurity and/or prior experience with the criminal justice system.

The Research Foundation of the City University of New York (RFCUNY, or Research Foundation): Under CJII, the Research Foundation of the City University of New York (CUNY) will administer all funds. The Research Foundation is a non-profit educational corporation that provides CUNY and non-CUNY participants with the administrative infrastructure to support sponsored program activities. The Research Foundation acts as DANY’s **fiscal agent** for CJII.

Trauma-Responsive: Organizations and practices that incorporate an understanding of the pervasiveness and impact of trauma, and that are designed to reduce re-traumatization and support healing and resiliency.

Wraparound Services: A wraparound approach is a comprehensive strategy that seeks to prevent poor life outcomes, including initial contact with the criminal justice system. This approach coordinates resources based on individualized needs in order to achieve more positive life outcomes.

SECTION IV – SCOPE OF SERVICES

A. Background

In 2022, over 33,000 cases were arraigned in Manhattan Criminal Court with over 87% (n=28,858) of cases involving people released directly back to the community either as a result of their case being disposed (n=6,107), or through pretrial release such as release on recognizance (n=17,011) or with Supervised Release conditions (n=5,740).⁴ As such, DANY has identified Manhattan Criminal Court arraignments as a significant touchpoint for individuals who need support to address underlying needs that may have contributed to their justice involvement.

Unmet behavioral health challenges and housing insecurity can pose a risk for criminal justice involvement. A 2017-2019 National Survey on Drug Use and Health found that adults with co-occurring disorders – those who identify with both moderate to serious mental illness and substance use disorders – are six times more likely to be arrested than those with mental illness alone and twelve times more likely than those who do not report any mental illness or substance use disorder.⁵

A comprehensive needs assessment is not conducted on all individuals arraigned in Manhattan and detailed information on the needs of this population are limited. Prior studies analyzing the needs of people with a custodial arrest and screened by the Manhattan Pre-Arrest Medical Screening Unit operating in central booking has shown detained individuals report significant

⁴ Information retrieved January 2023 from Manhattan District Attorney’s Office Data Dashboard [Manhattan DA Data Website](#).

⁵ Pew Charitable Trust (2023), [More Than 1 in 9 Adults With Co-Occurring Mental Illness and Substance Use Disorders Are Arrested Annually | The Pew Charitable Trusts \(pewtrusts.org\)](#).

behavioral health symptoms, including high frequencies of alcohol and substance use.⁶ CASES, the Supervised Release service provider in Manhattan, reports that almost one in five of their participants have histories of serious mental illness and/or substance use, and half of their participants report housing insecurity.⁷ They also report a five-fold increase of participants presenting with significant mental health challenges following the COVID-19 shutdown.

Individuals who are unhoused or experience chronic housing insecurities have a higher chance of police interaction including arrests for low-level charges or quality-of-life offenses.⁸ Data from the NYC Criminal Justice Agency release assessment has shown high rates of homelessness among the population arraigned in NYC and even higher rates of homelessness among the population arraigned in Manhattan specifically. In 2022, approximately 15% of arrestees (n=3,506) who were held for arraignment in Manhattan reported being unsheltered or having no current address, compared to 8% (n=7,640) of all those receiving a pretrial release assessment across the city overall.⁹ This does not include the larger population of those interviewed who experience housing insecurity, including those who report residing in city shelters. People who experience homelessness may face additional challenges when involved in the criminal justice system including barriers to court appearance and fulfilling court mandates.^{10,11}

Following the arrest-to-arraignment process, many individuals who are arrested are often sent back to families and communities with the same unmet needs that may have led them to their interaction with the criminal justice system to begin with, now with additional court-related mandates putting them at risk for further entrenchment in the system.

Interventions

Peer mentorship and navigation serving individuals with behavioral health challenges is an evidence-based model that has also shown success as the model has been expanded to serve those who are justice-involved.¹² The positive outcomes of these programs have been defined by high utilization and participant engagement with peers, increased participant self-efficacy, pro-social community connections and positive community feedback. Peer navigators provide consistency in an often-fragmented social service field and serve as effective guides through

⁶ Vera Institute (September 2017), [Enhanced-Pre-Arraignment-Screening-Unit-fact-sheet.pdf \(vera.org\)](#).

⁷ CASES (January 2023), [In the Courts: Supporting New Yorkers Experiencing Behavioral Health Needs - CASES](#).

⁸ Opportunity Starts at Home Criminal Justice and Housing Fact Sheet (2019), [Criminal-Justice-Fact-Sheet.pdf \(opportunityhome.org\)](#).

⁹ 2022 Pretrial Release Assessment Data provided by the NYC Criminal Justice Agency to DANY on January 27, 2023.

¹⁰ Madeline Bailey, JD. Early Diversion: Addressing the Critical Need for Housing and Strategies to Overcome Barriers to Improve Housing Access (SAMSA Gains Center, 2021) [Early Diversion: Addressing the Critical Need for Housing and Strategies to Overcome Barriers to Improve Housing Access \(emma-assets.s3.amazonaws.com\)](#).

¹¹ Luminosity & University of Chicago's Crime Lab New York (June 2020) [Updating the New York City Criminal Justice Agency Release Assessment \(nycja.org\)](#) (finding residential stability and failure to report an address a strong predictor of an individuals' likelihood of failure to appear in court).

¹² Mental Health America (2019) [Evidence for Peer Support May 2019.pdf \(mhanational.org\)](#); Substance Abuse and Mental Health Services Administration: Principles of Community-based Behavioral Health Services for Justice-involved Individuals: A Research-based Guide. HHS Publication No. SMA-19-5097. Rockville, MD: Office of Policy, Planning, and Innovation. Substance Abuse and Mental Health Services Administration, 2019; and Portillo, S., Goldberg, V., & Taxman, F. S. (2017). Mental Health Peer Navigators: Working with Criminal Justice-Involved Populations. *The Prison Journal*, 97(3), 318–341.

complicated bureaucratic processes. Through relatability, training, and mobility, peer navigators meet people where they are and build trusting relationships with people who have complex needs and can create a protective factor that decreases the risk of recidivism.¹³ Peer navigators serve as models who have demonstrated success eliminating involvement with the criminal justice system and/or stability and offer inspiration and hope. Furthermore, the peer role can serve as a professional opportunity for people with diverse backgrounds to be represented and offer a critical perspective to interdisciplinary social service teams.

Peer support programs designed specifically for individuals with behavioral health needs have shown to be effective in increasing engagement with individuals in mental health treatment and recovery, assisting with court appearances and obligations, improving social functioning and overall quality of life, and decreasing hospitalizations.¹⁴

CJII has funded multiple projects that utilize a combination of peer mentorship, systems navigation, and service linking, including the Community Navigator Program (CNP), NYC Health Justice Network, Living Redemption Youth Opportunity Hub, and West Harlem Community Restoration and Reentry Project. In these programs, peers with shared lived experience helped individuals navigate the complex network of often fragmented social services and city agencies by assessing everyone's unique needs, locating appropriate and responsive resources, providing coaching and mentoring, and accompaniment to appointments.

A process evaluation of the CNP, an East Harlem-based peer navigation pilot implemented by Hunter College's Silberman School of Social Work, found the program increased participants' positive perception of their future and pathways to success, bolstered participants' relationships with organizations both in referrals and engagement, and found 71% of participants who were previously disconnected to services were engaged with providers that addressed all their identified needs by the time they exited the program.¹⁵ The evaluation also found that CNP supported the professional growth and career empowerment of peer navigators and strongly recommended that the CNP model be considered for replication and expansion to other marginalized and under-resourced communities citywide.

A. Goals and Objectives for this RFP

The goal of the Court-based Navigator program is to support individuals who have been arrested and released to the community following arraignment. The program will address participants' unmet needs and factors that increase participants' risk of further criminal justice system

¹³ City & County Leadership to Reduce the Use of Jails: Engaging Peers in Jail Use Reduction Strategies, Nat'l League of Cities & Pol'y Rsch. Inst. [Peers_Support_Brief_v3.pdf \(nlc.org\)](#).

¹⁴ Davidson, L., Bellamy, C., Guy, K., & Miller, R. (2012). Peer support among persons with severe mental illnesses: A review of evidence and experience. *World Psychiatry*, 11(2), 123-8.

¹⁵ Artis Bergman. Peer-Led Community Navigation in East Harlem: An Evaluation of the Community Navigators Program at the Silberman School of Social Work at Hunter College (Metris Associates, 2022) [An-Evaluation-of-the-East-Harlem-Community-Navigators-Program_Metris-Associates-January-2022-1.pdf \(ciji.org\)](#).

involvement. While initial engagement with peer navigators will be at Manhattan Criminal Court, the program is completely voluntary, participant-led and separate from any criminal justice system mandates.

To accomplish these goals, the selected vendor will:

- Collaborate with DANY and appropriate systems partners in planning and developing an engagement and referral process to identify potential participants at Manhattan Criminal Court;
- Engage individuals at Manhattan Criminal Court arraignments by providing person-centered peer support for those who are released back to the community;
- Provide community-based peer support including navigation and connection to responsive supports based on assessed needs; and
- Create partnerships and coordinated care systems with other service providers and local government agencies to foster seamless referrals and service delivery in line with best practices.

B. Assumptions Regarding Contractor Approach

1. Program Description

The purpose of the RFP is to solicit an eligible applicant to create a Court-Based Navigator program that provides peer support, system navigation and service linkages for individuals being released from arraignment at Manhattan Criminal Court. By offering unconditional support from a trusted member of their community, individuals will not just connect with but participate in services that feel responsive to their needs. Peer navigators will be available to engage directly with individuals at the courthouse to offer support and assess immediate and ongoing social and economic needs. Services can continue within the participant's community for as long as they require support and beyond the life of their case. Peer navigators will have experience navigating complicated systems (e.g., HRA, healthcare, behavioral health services, housing) and be equipped in providing compassionate and culturally responsive connection at a time that can feel overwhelming and confusing for participants.

a. Eligible Organizations must possess:

- 501(c) (3) status or similar non-profit status with fiscal sponsorship, provided they meet the other eligibility criteria defined herein.
- A demonstrated history of working with individuals with behavioral health needs, housing insecurity and criminal justice system involvement. Organizations that have experience providing peer and system navigation are strongly preferred.
- A history of working with or within the criminal justice system and knowledge of and experience working with court system and community partners is strongly preferred.
- The ability to operate programming as described in this solicitation at or below up to \$100,000 for a 6-month planning phase and up to \$970,000 annually for three years of implementation.

- The staff, relationships, and resources necessary to implement their proposed program within the timeline set forth in this RFP or the ability to acquire and develop them in a timely manner upon notification of an award, where applicable. This includes the ability to hire, train, dispatch and supervise peer navigators.

Applicants can apply independently or form partnerships with other organizations. For example, an organization with expertise in providing peer navigation and behavioral health services could apply in partnership with an organization specializing in supportive housing.

b. Program Design:

The Court-Based Navigator program will connect with individuals with deeply entrenched needs who are released from arraignment back into the community. The mobile peers will provide support to address participants' immediate and long-term needs to navigate participants through and out of the criminal justice system - first at arraignments and continuing in the community. Services will be provided on a voluntary basis, including as a voluntary complement to fulfilling their court mandates, if applicable. This latter component would include accompaniment to appointments, reminders of court appearances, support with light-touch programmatic sentences and/or dispositions (e.g., assistance with services in DANY's Pathways to Public Safety Division programs,¹⁶ accompaniment to Midtown Community Court's Misdemeanor Mental Health Court,¹⁷ etc.).

The Court-Based Navigator program will be participant-led, offering peer support and linkages to services if and only if the participant is ready for them. Participants may engage immediately at and following arraignments in Manhattan Criminal Court with continued outreach by the peer navigator in their community. Ideally, the navigator who initially connects with a defendant at arraignment will be the same person to conduct outreach and continue to engage with the participant as they need.

Peer navigators should be available during arraignment hours of operations to ensure support no matter what time the individual's appearance is. They will also continue to provide support and engagement in the community, at all hours of the day and night, until the participant connects with sufficient services to no longer warrant peer navigation. The peer navigator will then seamlessly connect to other staff in the court-based navigator network to provide case management, on-site services, or referrals to partner agencies.

¹⁶ The Bragg Administration created the Office's first Pathways to Public Safety Division that elevates the use of diversion and evidence-based programming. The Pathways to Public Safety Division's portfolio includes problem solving courts and alternatives to incarceration including: Manhattan Mental Health Court, Judicial Diversion (often known as Manhattan Drug Court), Manhattan Veterans Treatment, Felony ATI Court Part and Manhattan Justice Opportunities (MJO), a short-term alternative for misdemeanor and select felony cases. MJO is operated by the Center for Justice Opportunities and located next door to Manhattan Criminal Court, MJO provides free-of-cost services to both mandated and voluntary participants that aim to address the underlying needs that contributed to an individual's justice involvement.

¹⁷ In partnership with DANY and OCA, the Center for Justice Innovation operates the Midtown Community Court Misdemeanor Mental Health Court located on W. 54th Street. The court specializes in providing a diversion opportunity for individuals charged with low-level offenses who are living with a serious mental health illness.

With a planning phase of up to 6 months, the grantee will coordinate with court-based stakeholders (i.e., DANY, Office of Court Administration, institutional defense providers) and service providers at Manhattan Criminal Court to refine the program's target population and strategize on a referral and engagement process. The planning phase will also focus on creating and cultivating a coalition of community partners and government entities to build seamless system coordination including providers of the DANY's CJII Neighborhood Navigator/Community Navigator pilot program.

Following the planning phase and upon approval of an agreed upon program model, the grantee will be provided a three-month pilot phase to modify the program model as needed with support from system partners, providers, and DANY.

A Court-Based Navigator Program that meets the aforementioned goals should include the following:

- i. *Focus Population(s) to be Served:* The Court-based Navigator program aims to connect with individuals who were detained post-arrest and released to the community after arraignment. The awarded provider will collaborate with court-based stakeholders and systems providers during the planning phase to refine the target population and referral and engagement strategy.
- ii. *Locations and Hours of Operation:* The program will have two touchpoints- at arraignments in Manhattan Criminal Court (100 Centre Street, New York, NY 10013) and in the community. Because the program will utilize peer navigators who are mobile in the community, service delivery may extend beyond the primary physical location of the organization's office(s). The program should operate as an immediate intervention for individuals arraigned in Manhattan Criminal Court (which operates Monday through Sunday 9:00 am- 1:00 am). The program staffing plan should specify and account for adequate coverage of arraignment operations.
- iii. *Program Design:* The Court-Based Navigator program will utilize a combination of peer mentorship, system navigation, the provision of emergency assistance and connection to wraparound supports to address the underlying needs that may have led to the individual to the criminal justice system. Programming should be trauma-responsive, strengths-based, and participant-centered. Below are the minimum services that should be integrated into the Court-Based Navigator program:
 - Peer Navigators: The program will employ peer navigators with lived experience of behavioral health, housing insecurities and/or impacted by the criminal justice system. Navigator staff will engage and connect with individuals at arraignment and continue peer navigation for the duration of the participant's time in program including providing warm hand-offs when referring participants to additional services. The organization must have the ability to hire, train, and supervise peer navigators and pay a livable wage.
 - Connection to Wraparound services: The program is expected to identify immediate and long term needs and connect participants to

services in their community. The program can employ additional staff to support participants with emergency assistance, case management, counseling, crisis management, and skills-building. Additionally, providers are encouraged to subcontract and/or partner with other organizations to support with a range of services not provided in-house.

- iv. *Screening and Intake:* The program should utilize a screening tool to identify immediate needs and begin to develop a strategy for further engagement and service provision for longer term needs. While intake may take more than the initial meeting to build rapport, it should still be completed prior to connection to services.
- v. *Collaboration and Partnerships:* The funded applicant is expected to collaborate with appropriate system partners in the planning and implementation of this project, including DANY, Office of Court Administration, institutional defense providers, and service providers in Manhattan Criminal Court. Additionally, the funded applicant should collaborate with community partners during the planning and implementation phase to develop partnerships to make seamless referrals and expand service delivery including the providers of DANY's CJII Neighborhood Navigator/Community Navigator program.
- vi. *Case Management System:* The provider should utilize a secure case management platform to track participants demographics, services and outcomes which will be reported as de-identified, aggregate data to DANY as part of the program's performance measures. Other program-related data may be requested by a third-party evaluator based on evaluation design.
- vii. *Input from Community:* The program should be culturally appropriate to serve a justice-involved population. The selected vendor should consider the perspectives of individuals and family members recently impacted by the criminal justice system to inform program design, implementation, and shifts that may be needed to meet the needs of the population. The program may consider utilizing focus groups, interviews, or more informal discussions with the target populations or navigators with lived experience to design elements of the Court-Based Navigator program.

Performance Metrics

DANY is committed to measuring outcomes for all CJII-funded programs and disseminating that information so that others may learn from and build on those outcomes. DANY will work with the programs funded under this initiative to develop a set of quantitative and qualitative measures tailored to this program, focused on both program processes and impact. Data gathered throughout the term of the contract will be used to adjust implementation of services in partnership with the program. These metrics will be drafted during the contracting phase and expanded on during the planning phase and pilot phase and will be required to be submitted quarterly. DANY will not collect personally identifiable data of any participants; all data will be de-identified and submitted as aggregate data.

All funded applicants may be required to coordinate regularly with a third-party evaluator to examine the implementation and impact of the program(s) funded through this RFP. Funded applicants may be required to provide the evaluator with program information, materials, and data as requested by the evaluator and/or DANY on a periodic basis.

Contractors will be required to submit quarterly performance metrics throughout the duration of any contract awarded from this RFP. Please note that deliverables, frequency, and dates are subject to negotiation.

Assumptions Regarding Payment Structure

It is anticipated that the payment structure of the contract awarded from this RFP will be based on a combination of line-item budget reimbursement and performance-outcome measures and/or deliverables tied to payment. However, for purposes of the RFP, only a line-item budget is required. Performance measures and/or deliverables will be developed during contract negotiations.

Compliance with Local Law 34 or 2007

Pursuant to Local Law 34 of 2007, amending the City's Campaign Finance Law, the City established a computerized database containing the names of any "person" that has "business dealings with the city" as such terms are defined in the Local Law. For the purposes of the database, proposers are required to complete the attached Doing Business Data Form (Appendix I) and return it with this proposal. (If the proposer is a proposed joint venture, the entities that comprise the proposed joint venture must each complete a Data Form.) If the City determines that a proposer has failed to submit a Data Form or has submitted a Data Form that is not complete, the proposer will be notified by the Agency and will be given four (4) calendar days from receipt of notification to cure the specified deficiencies and return a complete Data Form to the Agency. Failure to do so will result in a determination that the proposal is non-responsive. Receipt of notification is defined as the day notice is e-mailed or faxed (if the proposer has provided an e-mail address or fax number), or no later than five (5) days from the date of mailing or upon delivery, if delivered.

Recruitment and Hiring of Staff

On August 4, 2011, as part of the Young Men's Initiative, Mayor Bloomberg issued Executive Order 151 (EO 151) stating with respect to any employment governed by Article 23-A of the NYS Correction Law, with few exceptions, City agencies are prohibited from asking questions regarding an applicant's prior criminal convictions on any preliminary employment applications or asking any questions about an applicant's prior criminal convictions before or during the first interview. In keeping with the objectives of EO 151, Contractors selected as a result of this RFP will likewise generally be prohibited from asking questions regarding an applicant's prior criminal convictions on any preliminary employment applications, and from asking any questions about an applicant's prior criminal convictions before or during the first interview.

In addition, Contractors will be required to comply with Article 23-A, including the requirement that determinations of hiring based on prior criminal convictions must be limited to a conviction that bears a direct relationship to the duties and responsibilities of the position sought, or where their hiring would pose an unreasonable risk to property or to the safety of individuals or the general public.

Whistleblower Protection Expansion Act Rider

Local Law Nos. 30 and 33 of 2012, codified at sections 6-132 and 12-113 of the New York City Administrative Code, the Whistleblower Protection Expansion Act, protect employees of certain City contractors from adverse personnel action based on whistleblower activity relating to a City contract and require contractors to post a notice informing employees of their rights. Please read Appendix F, the Whistleblower Protection Expansion Act Rider, carefully.

Prevailing Wage Requirements

Any work within the scope of services of this contract involving construction trades will require compliance with NYS Labor Law 220 as to the construction trade work. Any work within the scope of services of this contract involving building service occupations will require compliance with NYS Labor Law 230 as to the building services work. The provisions of the NYC Living Wage Law [Admin Code 6-109] will apply to any work within the scope of services of this contract in any of the applicable areas of employment: day care services, food services, Head Start services, homecare services, services to persons with Cerebral Palsy, building services and temporary services. When federal funding is utilized for this contract any work involving construction trades would also be subject to the requirements of the US Davis- Bacon Act. When federal funding is utilized for this contract any work involving service occupations may be subject to the US McNamara-O'Hara Service Contract Act.

Compliance with the Iran Divestment Act

Pursuant to State Finance Law Section 165-a and General Municipal Law Section 103-g, the City is prohibited from entering into contracts with persons engaged in investment activities in the energy sector of Iran. Each proposer is required to complete the attached Bidders Certification of Compliance with the Iran Divestment Act, certifying that it is not on a list of entities engaged in investments activities in Iran created by the Commissioner of the NYS Office of General Services. If a proposer appears on that list, the Agency/Department will be able to award a contract to such proposer only in situations where the proposer is taking steps to cease its investments in Iran or where the proposer is a necessary sole source. Please refer to Appendix D for information on the Iran Divestment Act required for this solicitation and instructions on how to complete the required form and to <http://www.ogs.ny.gov/About/regs/ida.asp> for additional information concerning the list of entities.

Paid Sick Leave Law Contract Rider

The Earned Sick Time Act, also known as the Paid Sick Leave Law ("PSLL"), requires covered employees who annually perform more than 80 hours of work in New York City to be provided

with paid sick time. Contractors of the City of New York [or of other governmental entities] may be required to provide sick time pursuant to the PSSL. Appendix G, the Paid Sick Leave Law Rider, will be included in any contract awarded from this RFP and will incorporate the PSSL as a material term of such a contract. Please read Appendix G carefully.

SECTION V – FORMAT AND CONTENT OF THE PROPOSAL

Instructions: Proposers should provide all information required in the format below. The proposal should be typed on both sides of 8 ½" X 11" paper. Pages should be paginated. The proposal will be evaluated on the basis of its content, not length.

Evaluation Criteria

The following evaluation criteria will be used to identify the winning proposal, alongside other goals/priorities of CJII and this initiative stated in this RFP:

1. Quality of proposed program- 50%
2. Prior relevant experience- 25%
3. Demonstrated level of organizational capacity – 20%
4. Budget narrative - 5%

Proposal Format

1. Proposal Cover Letter

The Proposal Cover Letter form (Appendix A) should be completed, signed and dated by an authorized representative of the proposer.

2. Program Proposal

Describe in detail how the applicant will provide the services set forth below and achieve the goals of this initiative.

a. Prior Relevant Experience (Maximum 8 pages) (25%)

Describe the successful relevant experience of the proposer and each proposed subcontractor or partner entity, if any, in providing the work described in Section IV of this RFP. Specifically address the following:

- Applicant's current and/or previous work relevant to the proposed Court-Based Navigator program, and how this knowledge and experience will be leveraged in the planning and implementation of the proposed project. Applicants should describe their experience with the focus population, communities, system referral sources and other relevant partners. Indicate the length of time the applicant has a) been in operation b) provided services relevant to the RFP and c) how the proposed program relates to the applicant's overall mission and services.
- Applicant's level of familiarity/experience hiring, training, and supervising peer staff with lived experience of mental illness, substance use disorders, housing insecurity, and the criminal justice system.
- Applicant's commitment to a diverse, equitable, and inclusive workplace for staff and as service provider for participants. Describe the organization's vision and goals of addressing inequities within the organizations and the services it provides. Include concrete plans and supports that are in place to address this vision and how the

- organization will access outcomes towards this goal.
- Describe how the organization incorporates cultural competence and humility in designing and providing services to a diverse community. Include specific experience providing culturally responsive services to the focus population.
- Describe work experience and relationships working with system partners including those listed in the RFP- criminal justice system partners, community-based service providers, and other city agencies.

In addition:

- Attach a listing of at least three relevant references, including the name of the reference entity, a brief statement describing the relationship between the proposer or proposed subcontractor or partner entity as applicable, and the reference entity, the name, title, and telephone number of a contact person at the reference entity, for the proposer and each proposed subcontractor or partner entity, if any.
- Attach for each key staff position a resume and/or description of the qualifications that will be required. In addition, provide a statement certifying that the proposed key staff will be available for the duration of the project.

b. Organizational Capacity (Maximum 8 pages) (20%)

Demonstrate the proposer's organizational (i.e., technical, managerial, and financial) capability to provide the work described in Section IV of this RFP. Applicants should also identify any area (e.g., technical, managerial, financial; connecting with referral sources; developing partnerships) where capacity building assistance from DANY or another entity could be helpful (e.g., developing operational plans; identifying performance measurement and/or program design). Specifically address the following:

- Resources that the applicant would use to implement the Court-Based Navigator program, including all staff, volunteers, community partners, facilities, technology and the role of each. List of key program staff and the role(s) each will fill. Describe the qualifications for staff in each role (including to-be-hired staff, if applicable) and how the key staff are supported. Explain to what extent the staff has experience working with peer staff and supporting individuals impacted by the criminal justice system and behavioral health
- Information on the applicant's existing, case management system to track participant progress. Please describe the capacity to capture quantitative and qualitative program data, including data from subcontractor(s), if applicable. Include person/responsible for ensuring accurate use of system and quality assurance, expected documentation e.g. participant demographics, intake, case notes, etc.
- Description and evidence of system/community ties of the applicant and any subcontractors, specifically as they relate to the populations to be served. Identify any partnerships with other service providers that can provide appropriate services for the focus population and city/state agencies relevant to the proposed project and describe the nature of the partnerships.
- Areas in which training and technical assistance may be needed (e.g., connecting with referral sources, record-keeping/data collection, trauma-informed approaches), and

how this assistance will strengthen or augment the applicant's and/or subcontractors' approach and ability to provide the project and services proposed.

- If applicable, provide basic information about any subcontractors or partner entities, including a description of their role in the proposed project. Describe what portion of the project would the subcontractor(s) or partner entities be responsible for.

In addition:

- Attach a chart showing where, or an explanation of how, the proposed services will fit into the proposer's organization.
- Attach Letters of Commitment from each Partner Provider(s) intending to serve participants through the Court-Based Navigator program (if applicable), as well as Letters of Support from city agencies, community partners, and/or consultants, as appropriate. Attach any formal linkage or other agreements, if applicable.
- Attach a signed copy of the proposer's latest audit report or certified financial statement, or a statement as to why no report or statement is available.

c. Proposed Program (Maximum 15 pages) (50%)

Describe in detail how the proposer will provide the work described in Section IV of this RFP and demonstrate that the proposed approach will fulfill the goals and objectives set forth in this RFP. All applicants should address the following elements of the Court-Based Navigator program design in their proposals:

- i. *Project structure:* Describe the structure of the proposed project including the cohesive vision for the project given its multifaceted approach. Explain any activities that each project element entails and how do these activities lead to improved outcomes. For each program component, please describe a staffing pattern for the peer navigators and highlight any additional staff roles that will meet the needs of the program including a plan for coverage at Manhattan arraignment during operating hours and in the community on a rotating basis. If proposing subcontractor(s), explain their specific role(s).
- ii. *Focus population(s) to be served:* Describe a proposed focus population at arraignment given the objective and goals of the program. This focus population may be redefined during the planning and pilot phase. Applicants should provide an estimate of how many participants the proposed program will have the capacity to serve each year of the initiative and discuss how the focus population will be identified.
- iii. *Location(s) and hours:* Detail the location(s) of where the program will operate outside of arraignments including specific neighborhoods and facilities. Include the hours of operations for the community portion of the program and how it will accommodate those who are released outside of typical business hours or may need

assistance at night. Applicants should describe how the program intends to connect with participants who reside both within and outside of Manhattan communities.¹⁸

- iv. *Program Design:*
 - a. *Outreach and Engagement:* Describe the plan to collaborate with system partners to identify eligible participants for voluntary services. Include outreach strategies to engage or reengage participants in the community and the process of providing warm hand-off referrals to partner organization and feedback loop from participants. Describe any anticipated challenges to engaging and retaining participants and plans to address those challenges. Describe how long the applicant predicts participant program engagement to be, and anticipated caseload distribution held by peers.
 - b. *Connection to Wraparound Services:* Explain how and when the program will incorporate a formal and informal needs assessment with the focus population. Describe the specific services that will be available to participants and how these services address participants' immediate, short-term, and long-term needs. Applicants should complete the Wraparound Supports Worksheet (see Appendix C) to indicate what services they offer.
 - c. *Service Delivery:* Discuss the extent to which each project element's proposed services will be appropriate and tailored to be inclusive to all eligible participants with respect to race/ethnicity, gender, age/developmental life stage, and other characteristics. Applicants should particularly consider the following: language access, accessibility to the program's physical setting or location of referral services, service delivery and engagement strategies, and staffing (e.g., training, use of lived experience, etc.).
- v. *Staff recruitment, training, and oversight:* Describe the plan for recruiting, training and providing supervision to a team of peers with lived experience of behavioral health and/or criminal justice system involvement. Please discuss the approach to supporting peer staff through ongoing training, trauma-responsive supervision, and pathways to career advancement. List key staff who will be supervising the peers and any additional staff that would support this project.
- vi. *Collaboration with Providers and System Partners:* Describe how the applicant will form partnerships with appropriate government and non-government entities. Include how system, community partners and community members will be involved in the design and refinement of the project. Describe how the proposer will collaborate with key system partners, including DANY, Office of Court Administration, institutional defense providers, the Department of Homeless Services, and services providers in Manhattan Criminal Court including those that utilize peers.
- vii. *Partnerships:* Detail relevant established connections with other service providers in New York City to whom they may refer participants based on needs (e.g., substance abuse, mental health, housing services, employment services). Applicants should provide letters of commitment from partner providers with whom they have

¹⁸ According to data provided to DANY from the NYC Criminal Justice Agency, approximately 28% of people interviewed and assessed for pretrial release following a custodial arrest in Manhattan report an address in a borough other than Manhattan.

- established connections and discuss any experience creating Memorandums of Understanding (MOUs) with providers to ensure client placement.
- viii. *Input from Community Members and Participants:* Describe to what extent that community members impacted by the criminal justice system, navigators with lived experience, and other impacted community partners' perspectives will help inform program design, implementation, and refinement of the project. Please describe how participants feedback will be obtained and used to inform program operations.
 - ix. *Project Integrity.* In addition to collaborating with the Manhattan D.A.'s Office, and possibly a third-party evaluator to assess project impact, describe what processes will be put into place to monitor success and ensure project quality and fidelity to the intended model.
 - x. *Planning and Implementation timeline:* Provide a timeline that outlines the major milestones of the planning and implementation periods of the project, including up to six months for planning and the three years of implementation (including a three-month pilot phase in implementation Year 1). Timelines should specify key staff and/or partners responsible for each milestone and denote milestone completion by month or quarter. The proposal should discuss the organization's ability to quickly initiate contracting, program planning, and assume operations at the start of implementation Year 1.

DANY's assumptions regarding contractor approach represent what the Department believes to be the most likely approach to achieve the goals and objectives of this initiative. However, proposers are encouraged to propose an approach that they believe will achieve these goals and objectives. Applicants may also propose more than one approach. However, if an alternative approach affects other areas of the proposal such as experience, organizational capability, or price, that alternative approach should be submitted as a complete and separate proposal providing all the information specified in Section V. of this RFP.

d. Performance Measures (Maximum 3 pages)

The Manhattan District Attorney's Office is committed to measuring performance and evaluating the effectiveness of CJII initiatives so that others can learn from and build on those initiatives. The Court Navigator program proposal should include resources to understand the effectiveness of the work, and applicants should address the following:

- Describe how the Court Navigator program will evaluate the effectiveness of its work across all areas of its direct service work, and how the program will incorporate lesson learned into the ongoing development of the Court Navigator program work.
- Propose sample indicators to measure ongoing Court Navigator program performance. Measures can be at the process, output, outcome, objective, or goal level, and can focus on such factors as volume of peer engagement, connection to services, characteristics of participants, short-term outcomes of participants, and other areas central to the Court Navigator work.

- Describe resources that will support the Court Navigator program in monitoring and evaluation, including personnel and non-personnel resources.
- Outline any perceived challenges associated with monitoring and evaluation (e.g., lack of expertise or software) and the way the applicant plans to address them.

e. Price Proposal/Budget (Maximum 6 pages) (5%)

In the proposed budget, applicants should provide an outline of their projected use of funding to achieve the goals of the proposed program and overarching goals of the Court-Based Navigator Program. The budget should include a breakdown of funds for the planning and implementation phases, broken out by year and including, at minimum, all categories in Appendix B. Funding is anticipated for up to 6 months for planning and up to 3-years for implementation.

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 to the DANY, taking into consideration the price and such other factors and criteria as are set forth in the RFP (see Section VI *Proposal Evaluation and Contract Award Procedures*).

DANY reserves the right to select any payment structure that is in the City’s best interest. For the purposes of comparison, proposers should submit a Line-Item Budget that meets the standards of Appendix B including the sections and information identified.

3. Acknowledgement of Addenda

The Acknowledgment of Addenda form (Appendix H) serves as the proposer’s acknowledgment of the receipt of addenda to this RFP which may have been issued by DANY prior to the Proposal Due Date and Time, as set forth in Section I (B), above. The proposer should complete this form as instructed on the form.

4. Other Documents

The following document(s) should be completed by the proposer as instructed in the noted Appendix :

- Provision of Wraparound Supports by Managing Entity and Partner Providers (Appendix X).

5. Proposal Formatting and Length Requirements

Applicants should adhere to the following formatting requirements:

- All submissions should be double-spaced, using standard 12-point font (Times New Roman is preferred) with 1-inch margins.
- Charts, figures, footnotes, endnotes, and references do not need to be double-spaced.
- Pages should be paginated.
- Length Restrictions:

- ii) The Experience Section should not exceed 8 pages (double-spaced), excluding resumes of key staff.
 - iii) The Organization Capacity Section should not exceed 8 pages (double-spaced), excluding letters of support/commitment and audit report/certified financial statement.
 - iv) The Program Narrative should not exceed 15 pages (double-spaced), including any tables and charts.
 - v) The Performance Measurement Section should not exceed 3 pages (double-spaced), including any tables and charts.
 - vi) The Budget and Budget justification should not exceed 6 pages (double-spaced).
- Any pages that exceed the page restriction will not be read and scored by the evaluation team.
 - Proposals should not contain hyperlinks. All relevant information should be included in the body of the proposal. Reviewers will not visit external websites when evaluating submitted proposals.

6. Proposal Package Checklist

The Proposal Package should contain the following materials. Proposers should utilize this section as a “checklist” to assure completeness prior to submitting their proposal to DANY.

- a. Program Proposal
 - i. Proposal Cover Letter (Appendix A)
 - ii. Experience
 - iii. Organizational Capacity
 - iv. Proposal Narrative
 - v. Performance Measurement Section
 - vi. References for the Proposer and, if applicable, each subcontractor or partner entities
 - vii. Existing linkage or other agreements, if applicable
 - viii. Resumes and/or descriptions of qualification for key staff positions
 - ix. Letter of Commitments and Letter of Supports
 - x. Organizational chart
 - xi. Audit Report or Certified Financial Statement or a statement as to why no report or statement is available
- b. Line-Item Budget Template (Appendix B) and Budget justification narrative
- c. Provision of Wraparound Supports by Managing Entity and Partner Providers (Appendix C)
- d. Iran Divestment Act Compliance Certification (Appendix D)
- e. Subcontracting Compliance Notice, if applicable (Appendix E)
- f. Whistleblower Protection Expansion Act Rider (Appendix F)
- g. Paid Sick Leave Law Contract Rider (Appendix G)
- h. Acknowledgment of Addenda Form (Appendix H)
- i. Doing Business Data Form (Appendix I)

SECTION VI – PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Procedures

All proposals accepted by DANY will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by DANY to be non-responsive will be rejected. DANY's Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. DANY reserves the right to conduct site visits and/or interviews and/or to request that proposers make presentations and/or demonstrations, as the Agency deems applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, DANY reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the applicant's initial proposal should contain its best programmatic and price terms.

B. Evaluation Criteria

The following evaluation criteria will be used to identify the winning proposal, alongside other goals/priorities of CJII and this initiative stated in this RFP:

5. Quality of proposed program- 50%
6. Prior relevant experience- 25%
7. Demonstrated level of organizational capacity – 20%
8. Budget narrative - 5%

C. Basis for Contract Award

A contract will be awarded to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria which are set forth in this RFP. DANY reserves the right to fund one entity or none based on the proposals received in response to this RFP.

Contract award shall be subject to the timely completion of contract negotiations between DANY and the selected proposer, as well as a positive responsibility determination.

Furthermore, DANY will review responses to determine the extent to which the proposed price is fair and reasonable, which it will consider when issuing an award. Proposals will be ranked in descending order of their overall average technical scores and DANY will establish a shortlist through a natural break in scores for technically viable proposals. An award will be made to the highest rated vendor whose proposal is technically viable. However:

- DANY reserves the right to consider economies of scale for proposers who propose higher service targets and/or more intensive service levels when making a fair and reasonable determination of cost.
- DANY reserves the right to award less than the full amount of funding requested and to modify the allocation of funds in the best interests of the City.

- DANY reserves the right, prior to contract award, to determine the length of the initial contract term and any option to renew; and,
- DANY reserves the right to during the term of the contract, modify the program as needed in keeping with emergent criminal justice trends including the needs of the population serviced.

SECTION VII – GENERAL INFORMATION TO PROPOSERS

A. **Complaints.** The New York City Comptroller is charged with the audit of contracts in New York City. Any proposer who believes that there has been unfairness, favoritism or impropriety in the proposal process should inform the Comptroller, Office of Contract Administration, 1 Centre Street, Room 1005, New York, NY 10007; contract@comptroller.nyc.gov, or at (212) 669-2323. In addition, the New York City Department of Investigation should be informed of such complaints at its Investigations Division, 80 Maiden Lane, New York, NY 10038; the telephone number is (212) 825-5959.

B. **Applicable Laws.** This Request for Proposals and the resulting contract award(s), if any, unless otherwise stated, are subject to all applicable provisions of New York State Law, the New York City Administrative Code, New York City Charter and New York City Procurement Policy Board (PPB) Rules. A copy of the PPB Rules may be obtained by contacting the PPB at (212) 788-0010 or at: <http://www.nyc.gov/html/mocs/ppb/html/home/home.shtml>.

C. **General Contract Provisions.** Contracts shall be subject to New York City's general contract provisions, in substantially the form that they appear in "Appendix J—General Provisions Governing Contracts for Consultants, Professional and Technical Services" or, if the Agency utilizes other than the formal Appendix J, in substantially the form that they appear in the Agency's general contract provisions. A copy of the applicable document is available through the Authorized Agency Contact Person.

D. **Contract Award.** Contract award is subject to each of the following applicable conditions and any others that may apply: New York City Fair Share Criteria; New York City MacBride Principles Law; submission by the proposer of the requisite New York City Department of Business Services/Division of Labor Services Employment Report and certification by that office; submission by the proposer of the requisite VENDEX Questionnaires/Affidavits of No Change and review of the information contained therein by the New York City Department of Investigation; all other required oversight approvals; applicable provisions of federal, state and local laws and executive orders requiring affirmative action and equal employment opportunity; and Section 6-108.1 of the New York City Administrative Code relating to the Local Based Enterprises program and its implementation rules.

E. **Proposer Appeal Rights.** Pursuant to New York City's Procurement Policy Board Rules, proposers have the right to appeal Agency non-responsiveness determinations and Agency non-responsibility determinations and to protest an Agency's determination regarding the solicitation or award of a contract.

F. **Multi-Year Contracts.** Multi-year contracts are subject to modification or cancellation if adequate funds are not appropriated to the Agency to support continuation of performance in any City fiscal year succeeding the first fiscal year and/or if the contractor's performance is not satisfactory. The Agency will notify the contractor as soon as is practicable that the funds are, or are not, available for the continuation of the multi-year contract for each succeeding City fiscal year. In the event of cancellation, the contractor will be reimbursed for those costs, if any, which are so provided for in the contract.

G. **Prompt Payment Policy.** Pursuant to the New York City's Procurement Policy Board Rules, it is the policy of the City to process contract payments efficiently and expeditiously.

H. **Prices Irrevocable.** Prices proposed by the proposer shall be irrevocable until contract award, unless the proposal is withdrawn. Proposals may only be withdrawn by submitting a written request to the Agency prior to contract award but after the expiration of 90 days after the opening of proposals. This shall not limit the discretion of the Agency to request proposers to revise proposed prices through the submission of best and final offers and/or the conduct of negotiations.

I. **Confidential, Proprietary Information or Trade Secrets.** Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such materials, upon request, should not be disclosed by the

City. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by the City.

J. **RFP Postponement/Cancellation.** The Agency reserves the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.

K. **Proposer Costs.** Proposers will not be reimbursed for any costs incurred to prepare proposals.

L. **Vendex Fees.** Pursuant to PPB Rule 2-08(f)(2), the contractor will be charged a fee for the administration of the Vendex system, including the Vendor Name Check Process, if a Vendor Name Check review is required to be conducted by the Department of Investigation. The contractor shall also be required to pay the applicable fees for any of its subcontractors for which Vendor Name Check reviews are required. The fee(s) will be deducted from payments made to the contractor under the contract. For contracts with an estimated value of less than or equal to \$1,000,000, the fee will be \$175. For contracts with an estimated value of greater than \$1,000,000, the fee will be \$350. The estimated value for each contract resulting from this RFP is estimated to be (less than or equal to \$1 million) (above \$1 million).

M. **Charter Section 312(a) Certification.** [IF APPLICABLE]

_____ The Agency has determined that the contract(s) to be awarded through this Request for Proposals will not result in the displacement of any New York City employee within this Agency. See attached Displacement Determination Form.

_____ The Agency has determined that the contract(s) to be awarded through this Request for Proposals will result in the displacement of New York City employee(s) within this Agency. See attached Displacement Determination Form.

_____ The contract to be awarded through this Request for Proposals is a task order contract that does not simultaneously result in the award of a first task order; a displacement determination will be made in conjunction with the issuance of each task order pursuant to such task order contract. Determinations for any subsequent task orders will be made in conjunction with such subsequent task orders.

(Agency Chief Contracting Officer)

Date

APPENDIX A

PROPOSAL COVER LETTER

RFP TITLE: Court Based Navigator Program

PIN #: 901-2023CourtNavigatorRFP

Proposer:

Name: _____

Address: _____

Tax Identification #: _____

Proposer's Contact Person:

Name: _____

Title: _____

Telephone #: _____

Proposer's Authorized Representative:

Name: _____

Title: _____

Signature: _____

Date: _____

APPENDIX B

LINE-ITEM BUDGET TEMPLATE

The Price Proposal includes a presentation of the proposer's total budget for proposed project. Regardless of the payment structure being proposed, provide a line-item budget for the duration of the project. The line-item budget including (at minimum) each of the following categories for providing the work described this RFP:

- C. **Personnel** – list personnel by job title needed to fulfill the Scope of Services to be paid by the proposed contract. For each title provide the number of staff at that title and the salary range. If salaries are supported by multiple funding sources, identify the funding source, and indicate the percentage of the salary funded by source for each title. For managerial/executive salaries in excess of \$100,000, provide the percentage of time allocated to the proposed program in addition to the percentage of the salary funded by source for each title.
- D. **Fringe** – the listing of all the benefits to be paid under the awarded contract as well as the amount and percentage of each listed benefit with the overall amount and percentage.
- E. **Consultants** – each consultant must be listed separately, with rate of pay.
- F. **Equipment** – listing of all equipment needed to be purchased throughout the proposed contracting period to fulfill the Scope of Services. Listing of all rented equipment must also be included in this category.
- G. **Supplies** – list of supplies needed to fulfill the Scope of Services through the proposed contracting period.
- H. **Travel and Subsistence** – list of local travel and out-of-state travel for staff and/or travel for participants, if applicable.
- I. **Rental of Facilities** – if applicable, the monthly rent of any facility rented to fulfill the Scope of Services, including the total square footage and rate, as well as utility costs per month.
- J. **Start-up** - if applicable, provide a detailed start-up budget for the proposed program.

The categories listed above, are the minimum budget lines that should be included. Proposers may include additional lines, as needed.

APPENDIX C

Provision of Wraparound Supports by Managing Entity and Referral Partners

Applicants should complete this form and append it to their application. Applicants may also speak to information in this form in the narrative section of the application, as appropriate.

Wraparound Services Worksheet

Wraparound Supports/ Resources	A. Currently Provided by Lead Applicant? Yes or No	B. Support will be Provided by: Lead Applicant, Referral Partner, or Will Not be Provided	C. Likely Referral Partner(s) to provide service, if applicable	D. Number/ Percent Expected to Receive Support
Crisis intervention/ immediate needs				
Education services				
Employment and workforce development				
Life skills				
Trauma-specific services				
Mental health screening and counseling				
Physical health services				
Substance abuse services (including treatment and/or harm reduction)				
Health education				
Healthy relationship skill building				
Housing assistance and placement (if applicable)				
Legal advocacy				
Obtaining vital documents				
Peer Navigation				
Other appropriate supports				

APPENDIX D

IRAN DIVESTMENT ACT COMPLIANCE RIDER FOR NYC CONTRACTORS

The Iran Divestment Act of 2012, effective as of April 12, 2012, is codified at State Finance Law (“SFL”) §165-a and General Municipal Law (“GML”) §103-g. The Iran Divestment Act, with certain exceptions, prohibits municipalities, including the City, from entering into contracts with persons engaged in investment activities in the energy sector of Iran. Pursuant to the terms set forth in SFL §165-a and GML §103-g, a person engages in investment activities in the energy sector of Iran if:

- A. the person provides goods or services of twenty million dollars or more in the energy sector of Iran, including a person that provides oil or liquefied natural gas tankers, or products used to construct or maintain pipelines used to transport oil or liquefied natural gas, for the energy sector of Iran; or
- B. The person is a financial institution that extends twenty million dollars or more in credit to another person, for forty-five days or more, if that person will use the credit to provide goods or services in the energy sector in Iran and is identified on a list created pursuant to paragraph (b) of subdivision three of Section 165-a of the State Finance Law and maintained by the Commissioner of the Office of General Services.

A bid or proposal shall not be considered for award nor shall any award be made where the bidder or proposer fails to submit a signed and verified bidder’s certification.

Each bidder or proposer must certify that it is not on the list of entities engaged in investment activities in Iran created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the State Finance Law. In any case where the bidder or proposer cannot certify that they are not on such list, the bidder or proposer shall so state and shall furnish with the bid or proposal a signed statement which sets forth in detail the reasons why such statement cannot be made. The City of New York may award a bid to a bidder who cannot make the certification on a case by case basis if:

- 1. The investment activities in Iran were made before the effective date of this section (i.e., April 12, 2012), the investment activities in Iran have not been expanded or renewed after the effective date of this section and the person has adopted, publicized and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran: or
- 2. The City makes a determination that the goods or services are necessary for the City to perform its functions and that, absent such an exemption, the City would be unable to obtain the goods or services for which the contract is offered. Such determination shall be made in writing and shall be a public document.

BIDDER’S CERTIFICATION OF COMPLIANCE WITH IRAN DIVESTMENT ACT

Pursuant to General Municipal Law §103-g, which generally prohibits the City from entering into contracts with persons engaged in investment activities in the energy sector of Iran, the bidder/proposer submits the following certification:

[Please Check One]

BIDDER’S CERTIFICATION

By submission of this bid or proposal, each bidder/proposer and each person signing on behalf of any bidder/proposer certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief, that each bidder/proposer is not on the list created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the State Finance Law.

I am unable to certify that my name and the name of the bidder/proposer does not appear on the list created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the State Finance Law. I have attached a signed statement setting forth in detail why I cannot so certify.

Dated: _____, New York
_____, 2023

SIGNATURE

PRINTED NAME

TITLE

Sworn to before me this
_____ day of _____, 2023

Notary Public

Dated:

APPENDIX E

SUBCONTRACTING COMPLIANCE NOTICE

CITY OF NEW YORK SUBCONTRACTOR APPROVAL FORM	
For subcontracts to be approved before contract registration Column on left indicates whom that section is to be completed by	
AGENCY	PRIME CONTRACT INFORMATION
AGENCY	Agency: _____ Unit/Div: _____
AGENCY	PIN: _____
AGENCY	Contract Description: _____
PRIME CONTRACTOR	PRIME CONTRACTOR IDENTIFICATION
PRIME CONTRACTOR	Name: _____ EIN/SSN: _____
PRIME CONTRACTOR	SUBCONTRACTOR INFORMATION
PRIME CONTRACTOR	Name: _____ PIP Vendor #: _____
PRIME CONTRACTOR	*Phone: _____ *Fax: _____
PRIME CONTRACTOR	*Address: _____ *City: _____ *State/Zip: _____
PRIME CONTRACTOR	*EIN/SSN: _____ *E-Mail: _____
PRIME CONTRACTOR	Subcontract Description: _____
PRIME CONTRACTOR	Approx Subcontract Value:\$ _____ Approx Start Date ____/____/____ Approx End Date ____/____/____
PRIME CONTRACTOR	Subcontractor is DSBS-certified as: M/WBE <input type="checkbox"/> EBE <input type="checkbox"/> or LBE <input type="checkbox"/> (check all that apply & note status below)
PRIME CONTRACTOR	YES <input type="checkbox"/> Application Pending <input type="checkbox"/> Intends to Apply <input type="checkbox"/> NO <input type="checkbox"/>
PRIME CONTRACTOR	Prime Contractor Certification: I hereby affirm that the information supplied is true and correct.
PRIME CONTRACTOR	Signature _____ Title _____
PRIME CONTRACTOR	Print Name _____ Date _____
PRIME CONTRACTOR	Email _____ Phone _____
AGENCY	AGENCY PRELIMINARY REVIEW PLEASE SEE PAGE 2 FOR INSTRUCTIONS
AGENCY	Agency Preliminary Review Completed By: _____ Date _____
AGENCY	1. VENDEX <input type="checkbox"/> 2. Employment <input type="checkbox"/> 3. References <input type="checkbox"/>
AGENCY	4. PLA <input type="checkbox"/> 5. Apprenticeship <input type="checkbox"/> 6. Licenses <input type="checkbox"/>
PRIME CONTRACTOR	PRIME CONTRACTOR RESPONSE
PRIME CONTRACTOR	For each of the boxes checked in the agency preliminary response above, I have informed the Subcontractor of all relevant requirements and provided all requested documentation. <input type="checkbox"/>

*Not required if subcontractor is in PIP

APPENDIX F

WHISTLEBLOWER PROTECTION EXPANSION ACT RIDER

1. In accordance with Local Law Nos. 30-2012 and 33-2012, codified at sections 6-132 and 12-113 of the New York City Administrative Code, respectively,
 - a. Contractor shall not take an adverse personnel action with respect to an officer or employee in retaliation for such officer or employee making a report of information concerning conduct which such officer or employee knows or reasonably believes to involve corruption, criminal activity, conflict of interest, gross mismanagement or abuse of authority by any officer or employee relating to this Contract to (i) the Commissioner of the Department of Investigation, (ii) a member of the New York City Council, the Public Advocate, or the Comptroller, or (iii) the City Chief Procurement Officer, ACCO, Agency head, or Commissioner.
 - b. If any of Contractor's officers or employees believes that he or she has been the subject of an adverse personnel action in violation of subparagraph (a) of paragraph 1 of this rider, he or she shall be entitled to bring a cause of action against Contractor to recover all relief necessary to make him or her whole. Such relief may include but is not limited to: (i) an injunction to restrain continued retaliation, (ii) reinstatement to the position such employee would have had but for the retaliation or to an equivalent position, (iii) reinstatement of full fringe benefits and seniority rights, (iv) payment of two times back pay, plus interest, and (v) compensation for any special damages sustained as a result of the retaliation, including litigation costs and reasonable attorney's fees.
 - c. Contractor shall post a notice provided by the City in a prominent and accessible place on any site where work pursuant to the Contract is performed that contains information about:
 - i. how its employees can report to the New York City Department of Investigation allegations of fraud, false claims, criminality or corruption arising out of or in connection with the Contract; and
 - ii. the rights and remedies afforded to its employees under New York City Administrative Code sections 7-805 (the New York City False Claims Act) and 12-113 (the Whistleblower Protection Expansion Act) for lawful acts taken in connection with the reporting of allegations of fraud, false claims, criminality or corruption in connection with the Contract.
 - d. For the purposes of this rider, "adverse personnel action" includes dismissal, demotion, suspension, disciplinary action, negative performance evaluation, any action resulting in loss of staff, office space, equipment or other benefit, failure to appoint, failure to promote, or any transfer or assignment or failure to transfer or assign against the wishes of the affected officer or employee.
 - e. This rider is applicable to all of Contractor's subcontractors having subcontracts with a value in excess of \$100,000; accordingly, Contractor shall include this rider in all subcontracts with a value a value in excess of \$100,000.

2. Paragraph 1 is not applicable to this Contract if it is valued at \$100,000 or less. Subparagraphs (a), (b), (d), and (e) of paragraph 1 are not applicable to this Contract if it was solicited pursuant to a finding of an emergency. Subparagraph (c) of paragraph 1 is neither applicable to this Contract if it was solicited prior to October 18, 2012 nor if it is a renewal of a contract executed prior to October 18, 2012.

NOTICE TO BIDDERS, PROPOSERS, CONTRACTORS, AND RENEWAL CONTRACTORS

This contract includes a provision concerning the protection of employees for whistleblowing activity, pursuant to New York City Local Law Nos. 30-2012 and 33-2012, effective October 18, 2012 and September 18, 2012, respectively. The provisions apply to contracts with a value in excess of \$100,000.

Local Law No. 33-2012, the Whistleblower Protection Expansion Act (“WPEA”), prohibits a contractor or its subcontractor from taking an adverse personnel action against an employee or officer for whistleblower activity in connection with a City contract; requires that certain City contracts include a provision to that effect; and provides that a contractor or subcontractor may be subject to penalties and injunctive relief if a court finds that it retaliated in violation of the WPEA. The WPEA is codified at Section 12-113 of the New York City Administrative Code.

Local Law No. 30-2012 requires a contractor to prominently post information explaining how its employees can report allegations of fraud, false claims, criminality, or corruption in connection with a City contract to City officials and the rights and remedies afforded to employees for whistleblowing activity. Local Law No. 30-2012 is codified at Section 6-132 of the New York City Administrative Code.

APPENDIX G

PAID SICK LEAVE LAW CONTRACT RIDER

Introduction and General Provisions

The Earned Sick Time Act, also known as the Paid Sick Leave Law (“PSLL”), requires covered employees who annually perform more than 80 hours of work in New York City to be provided with paid sick time.¹ Contractors of the City of New York or of other governmental entities may be required to provide sick time pursuant to the PSLL.

The PSLL became effective on April 1, 2014, and is codified at Title 20, Chapter 8, of the New York City Administrative Code. It is administered by the City’s Department of Consumer Affairs (“DCA”); DCA’s rules promulgated under the PSLL are codified at Chapter 7 of Title 6 of the Rules of the City of New York (“Rules”).

Contractor agrees to comply in all respects with the PSLL and the Rules, and as amended, if applicable, in the performance of this agreement. Contractor further acknowledges that such compliance is a material term of this agreement and that failure to comply with the PSLL in performance of this agreement may result in its termination.

Contractor must notify the Agency Chief Contracting Officer of the City agency or other entity with whom it is contracting in writing within ten (10) days of receipt of a complaint (whether oral or written) regarding the PSLL involving the performance of this agreement. Additionally, Contractor must cooperate with DCA’s education efforts and must comply with DCA’s subpoenas and other document demands as set forth in the PSLL and Rules.

The PSLL is summarized below for the convenience of Contractor. Contractor is advised to review the PSLL and Rules in their entirety. On the website www.nyc.gov/PaidSickLeave there are links to the PSLL and the associated Rules as well as additional resources for employers, such as Frequently Asked Questions, timekeeping tools and model forms, and an event calendar of upcoming presentations and webinars at which Contractor can get more information about how to comply with the PSLL. Contractor acknowledges that it is responsible for compliance with the PSLL notwithstanding any inconsistent language contained herein.

Pursuant to the PSLL and the Rules:

Applicability, Accrual, and Use

An employee who works within the City of New York for more than eighty hours in any consecutive 12-month period designated by the employer as its “calendar year” pursuant to the PSLL (“Year”) must be provided sick time. Employers must provide a minimum of one hour of sick time for every 30 hours worked by an employee and compensation for such sick time must be provided at the greater of the employee’s regular hourly rate or the minimum wage. Employers are not required to provide more than forty hours of sick time to an employee in any Year.

An employee has the right to determine how much sick time he or she will use, provided that employers may set a reasonable minimum increment for the use of sick time not to exceed four hours per day. In addition, an employee may carry over up to forty hours of unused sick time to the following Year, provided that no employer is required to allow the use of more than forty hours of sick time in a Year or carry over unused paid sick time if the employee is paid for such unused sick time and the employer provides the employee with at least the legally required amount of paid sick time for such employee for the immediately subsequent Year on the first day of such Year.

An employee entitled to sick time pursuant to the PSSL may use sick time for any of the following:

- such employee's mental illness, physical illness, injury, or health condition or the care of such illness, injury, or condition or such employee's need for medical diagnosis or preventive medical care;
- such employee's care of a family member (an employee's child, spouse, domestic partner, parent, sibling, grandchild or grandparent, or the child or parent of an employee's spouse or domestic partner) who has a mental illness, physical illness, injury or health condition or who has a need for medical diagnosis or preventive medical care;
- closure of such employee's place of business by order of a public official due to a public health emergency; or
- such employee's need to care for a child whose school or childcare provider has been closed due to a public health emergency.

An employer must not require an employee, as a condition of taking sick time, to search for a replacement. However, an employer may require an employee to provide: reasonable notice of the need to use sick time; reasonable documentation that the use of sick time was needed for a reason above if for an absence of more than three consecutive work days; and/or written confirmation that an employee used sick time pursuant to the PSSL. However, an employer may not require documentation specifying the nature of a medical condition or otherwise require disclosure of the details of a medical condition as a condition of providing sick time and health information obtained solely due to an employee's use of sick time pursuant to the PSSL must be treated by the employer as confidential.

If an employer chooses to impose any permissible discretionary requirement as a condition of using sick time, it must provide to all employees a written policy containing those requirements, using a delivery method that reasonably ensures that employees receive the policy. If such employer has not provided its written policy, it may not deny sick time to an employee because of non-compliance with such a policy.

Sick time to which an employee is entitled must be paid no later than the payday for the next regular payroll period beginning after the sick time was used.

Exemptions and Exceptions

Notwithstanding the above, the PSSL does not apply to any of the following:

- an independent contractor who does not meet the definition of employee under section 190(2) of the New York State Labor Law;
- an employee covered by a valid collective bargaining agreement in effect on April 1, 2014 until the termination of such agreement;
- an employee in the construction or grocery industry covered by a valid collective bargaining agreement if the provisions of the PSSL are expressly waived in such collective bargaining agreement;
- an employee covered by another valid collective bargaining agreement if such provisions are expressly waived in such agreement and such agreement provides a benefit comparable to that provided by the PSSL for such employee;
- an audiologist, occupational therapist, physical therapist, or speech language pathologist who is licensed by the New York State Department of Education and who calls in for work assignments at will, determines his or her own schedule, has the ability to reject or accept any assignment referred to him or her, and is paid an average hourly wage that is at least four times the federal minimum wage;
- an employee in a work study program under Section 2753 of Chapter 42 of the United States Code;
- an employee whose work is compensated by a qualified scholarship program as that term is defined in the Internal Revenue Code, Section 117 of Chapter 20 of the United States Code; or
- a participant in a Work Experience Program (WEP) under section 336-c of the New York State Social Services Law.

Retaliation Prohibited

An employer may not threaten or engage in retaliation against an employee for exercising or attempting in good faith to exercise any right provided by the PSSL. In addition, an employer may not interfere with any investigation, proceeding, or hearing pursuant to the PSSL.

Notice of Rights

An employer must provide its employees with written notice of their rights pursuant to the PSSL. Such notice must be in English and the primary language spoken by an employee, provided that DCA has made available a translation into such language. Downloadable notices are available on DCA's website at <http://www.nyc.gov/html/dca/html/law/PaidSickLeave.shtml>.

Any person or entity that willfully violates these notice requirements is subject to a civil penalty in an amount not to exceed fifty dollars for each employee who was not given appropriate notice.

Records

An employer must retain records documenting its compliance with the PSSL for a period of at least three years, and must allow DCA to access such records in furtherance of an investigation related to an alleged violation of the PSSL.

Enforcement and Penalties

Upon receiving a complaint alleging a violation of the PSL, DCA has the right to investigate such complaint and attempt to resolve it through mediation. Within 30 days of written notification of a complaint by DCA, or sooner in certain circumstances, the employer must provide DCA with a written response and such other information as DCA may request. If DCA believes that a violation of the PSL has occurred, it has the right to issue a notice of violation to the employer.

DCA has the power to grant an employee or former employee all appropriate relief as set forth in New York City Administrative Code 20-924(d). Such relief may include, among other remedies, treble damages for the wages that should have been paid, damages for unlawful retaliation, and damages and reinstatement for unlawful discharge. In addition, DCA may impose on an employer found to have violated the PSL civil penalties not to exceed \$500 for a first violation, \$750 for a second violation within two years of the first violation, and \$1,000 for each succeeding violation within two years of the previous violation.

More Generous Policies and Other Legal Requirements

Nothing in the PSL is intended to discourage, prohibit, diminish, or impair the adoption or retention of a more generous sick time policy, or the obligation of an employer to comply with any contract, collective bargaining agreement, employment benefit plan or other agreement providing more generous sick time. The PSL provides minimum requirements pertaining to sick time and does not preempt, limit or otherwise affect the applicability of any other law, regulation, rule, requirement, policy or standard that provides for greater accrual or use by employees of sick leave or time, whether paid or unpaid, or that extends other protections to employees. The PSL may not be construed as creating or imposing any requirement in conflict with any federal or state law, rule or regulation.

APPENDIX H

ACKNOWLEDGMENT OF ADDENDA

RFP TITLE: Court Based Navigator Program

PIN: 901-2023CourtNavigatorRFP

Instructions: The Acknowledgement of Addenda Form (Appendix H) serves as the proposer’s acknowledgement of the receipt of any addenda to this RFP that may have been issued by DANY prior to the proposal due date and time. Proposers should fill in the appropriate information below for each addendum received or check the appropriate box to indicate that no addenda were received.

Proposer: _____

Name: _____

Address: _____

Tax Identification #: _____

Addendum Number	Addendum Title	Date Received by Proposer	Number of Pages Received
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

No addenda to this RFP were received: _____

Proposer Authorized Signature Date: _____

Name of Proposer Authorized Representative: _____

Title of Proposer Authorized Representative: _____

APPENDIX I

DOING BUSINESS DATA FORM

APPENDIX J

**GENERAL PROVISIONS GOVERNING CONTRACTS FOR
CONSULTANTS, PROFESSIONAL, TECHNICAL, HUMAN, AND CLIENT SERVICES
(City's Appendix A)**

APPENDIX K

Deliverables

The funded applicant will be required to submit deliverables detailed below throughout the contract term (see Exhibit 1 for examples). Please note that deliverables, frequency, and dates are subject to negotiation.

Exhibit 1: Examples of Performance Metrics for Court Based Navigator Program Funded Entity

#	Name	Description	Frequency/Due Date
1	Program Plan	Detailed plan including timeline for program roll-out based on research and planning undertaken during Phase 1: Planning.	End of Phase 1: Planning; up to six months after award
1	Court Navigator Operational Plan	Detailed plan of the proposed operations of the Court Navigator program based on findings from Planning Phase and three-month Pilot phase.	End of Phase 2: Pilot Period; up to nine months after award (based on a six-month planning phase; three-month pilot phase)
2	De-identified, client-level data	Client-level information such as: <ul style="list-style-type: none"> • Date enrolled in the Court-Based Navigator Program • Client demographics, such as race, gender and age • Assessed Needs • Requested Services • Services provided • Linkages • Length of participation in program • Program exit and accomplishments Qualitative participant case studies	Quarterly
3	Operational costs status report	Financial reports	Twice a year
4	Service coordination report	Report on outreach / referrals to services not provided by provider and the frequency of use of those services	Quarterly
5	Implementation report	Report on challenges to implementing and growing the program; status of solutions; outputs	Quarterly
6	Outcome data	Data on various outcomes as required by external evaluator	Quarterly

APPENDIX L

CONTRACT TEMPLATE

APPENDIX M
MACBRIDE PRINCIPLES/RIDER