

**Negotiated Acquisition
Atlas
EPIN: 00220N0003**

NEGOTIATED ACQUISITION RELEASE DATE: November 6, 2019

PROPOSALS DUE DATE: Friday, December 6th, 3:00 PM.

RETURN TO: Questions and Expressions of Interest (Proposals) must be submitted **electronically** to MOCJProcurements@cityhall.nyc.gov with the subject line: “Atlas, EPIN: 00220N0003”.

This Negotiated Acquisition Solicitation must be obtained directly from the Mayor’s Office of Criminal Justice (“MOCJ”) by downloading it from the MOCJ’s website, <https://criminaljustice.cityofnewyork.us/notices-solicitations/> . Any further addendum released by the Agency will also be on the website.

Proposers are advised that the Authorized Agency Contact Person for all matters concerning this Negotiated Acquisition is MOCJ Procurements <MOCJProcurements@cityhall.nyc.gov>

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SECTION I – TIMETABLE

A. Questions and Requests for Information:

All questions and requests for additional information concerning this Negotiated Acquisition (“NA”) must be directed, via e-mail, to MOCJProcurements@cityhall.nyc.gov . The deadline for submitting questions is 3:00 PM, November 18th, 2019. Answers to questions will be available on the Agency’s website at <https://criminaljustice.cityofnewyork.us/notices-solicitations/>.

B. Proposal Due Date and Time:

Date: Friday, December 6th, 2019
Time: 3:00 PM
To: MOCJProcurements@cityhall.nyc.gov

C. Anticipated Contract Start Date: January 1, 2020

D. Negotiations and Contract Award Procedures

All Expressions of Interest received by MOCJ will be reviewed to determine whether they are responsive or non-responsive to the requisites of the solicitation and Procurement Policy Board (“PPB” Rules). Expressions of Interest that are determined by MOCJ to be non-responsive will be rejected. MOCJ reserves the right to conduct site visits and interviews and to request that proposers make presentations or demonstrations, as MOCJ deems applicable and appropriate. Following negotiations with all qualified and responsive proposers, MOCJ will make an award determination based upon the best interests of the City. This solicitation does not limit MOCJ’s right to add or remove tasks and shall be construed only as a solicitation to open negotiations for the scope of services, budget, timeline, and other terms of the contract.

E. Anticipated Available Funding and Payment Structure

MOCJ anticipates awarding one contract (the “Prime Vendor”) under this solicitation. This is a large scale initiative with expected funding in the tens of millions. MOCJ anticipates the contract will have a three year term with two options to renew each for three years. The terms and provisions governing program implementation will be the subject of subsequent negotiations upon award. MOCJ will negotiate with all qualified proposers who submit an Expression of Interest for this project. MOCJ anticipates the Prime Vendor will distribute the award with an estimated 75-80% of the total budget subcontracted to providers for direct service provision. An estimated 5-10% of the contract will be invested in organizational capacity building, technical assistance, training, and innovation with the understanding that the Prime Vendor may provide some TA/capacity building services and subcontract with specialized experts for other training/TA components. The remainder of the budget will support the Prime Vendor for the initiative’s administration and coordination.

SECTION II – BACKGROUND

Why now?

The Mayor’s Office of Criminal Justice (“MOCJ”) advises the Mayor on criminal justice policy and is the Mayor’s representative to the courts, district attorneys, defenders, and state criminal justice agencies, among others. MOCJ designs, deploys, and evaluates citywide strategies to promote safety, reduce unnecessary arrests and incarceration, and improve fairness. The office works with law enforcement, city agencies, not-for-profits, foundations, and others to implement data-driven strategies that address current crime conditions, prevent offending, provide alternatives to incarceration and build the strong neighborhoods that ensure enduring safety. For more information please visit: <https://criminaljustice.cityofnewyork.us/>

New York City is in the middle of a dramatic transition of its criminal justice system, lightening the touch of law enforcement, reducing arrests and incarceration and shifting to strategies that are more support-oriented. In light of the recent criminal justice legislative bail reforms, fewer people who are arrested will be detained pretrial (i.e. during the pendency of their case). Some of these people will be released by the courts without any conditions (released on their own recognizance or ROR’d), awaiting the outcome of their cases in their neighborhoods. The City’s new strategy, *Atlas*, recognizes that some members of this ROR group could benefit from additional supports that will also have the benefit of promoting public safety.

The Context

When it comes to crime, incarceration, and inequality, New York City is at a reckoning point. New York City has the lowest crime and incarceration rates of any large U.S. city. Today, our jails hold 38 percent fewer people than when the mayor took office in January 2014. Crime continues to drop, while the touch of police enforcement has lightened significantly. But meticulous attention to the justice system, while necessary, is not enough in the face of a persistent knot of intersected issues. For all that good news, a fundamental inequality overhangs these successes: who is safe and where it is safe is distributed unevenly across the city. Untying the knot of poverty, race, and justice is our challenge. The answer must be rooted in building safety from the neighborhood up and understanding safety as more than the absence of crime. This moment in the City’s history is an opportunity to resource the already existing networks of support and resilience that operate within communities and which can be activated with key investments. This work will be done better, more effectively and in a more sustained manner with the participation and investment of a broad set of stakeholders across disciplines and sectors, committed to a strength-based approach to public safety and community vitality.

A Strength-Based Approach: *Atlas*

The City proposes a strategy that invests both in individuals and communities to increase safety and to resource networks central to community well-being. These voluntary supports -- not mandated by any court -- will, among other things, help ensure the individual's return to Court, enhance the individual's overall well-being and promote overall public safety while enlisting the involvement of community. The approach is called *Atlas*-- named both after the collection of maps and the mythic strongman who held the world on his shoulders. "Atlas" conveys several important messages and commitments: first, *Atlas* acknowledges the crucial role that neighborhood connections play in lifting up its members; second, the strategy builds on the strengths of the people it serves; and third, the approach aims to open up worlds of opportunity and pathways for its participants. *Atlas* seeks to address the risks and needs of individuals citywide by offering therapeutic services to address past trauma; mentorship, education and employment; and entry into supportive community networks by investing in trusted grassroots CBOs and place-based strategies in neighborhoods that have historically borne the brunt of violence in our city including but not limited to: Harlem and Washington Heights (Manhattan); Brownsville, East New York and Flatbush (Brooklyn); Jamaica (Queens); Morrisania, Claremont and the South Bronx (Bronx) and Stapleton (Staten Island).

The *Atlas* design builds on accumulated knowledge in this field, while also creating space for innovations to drive future investments. Both in New York City and around the nation initiatives have married the best evidence from the literature with insights from practitioners in the field and people with lived experience to deliver effective strength-based interventions for individuals at heightened risk of future justice system involvement or victimization.¹ Features that these models include are: 1) matching programs to individuals with the highest risk and need²; 2) ensuring credible, trusted outreach staff from affected communities are responsible for program recruitment and provision³; 3) programming includes well-implemented trauma-informed Cognitive Behavioral Therapy (CBT) and intensive mentorship⁴ and 4) place-based programs operate in

¹ Lynch, M., Astone, N. M., Collazos, J., Lipman, M. & Esthappan, S. Arches Transformative Mentoring Program: An Implementation and Impact Evaluation in New York City. The Urban Institute (2018). Available at: https://www.urban.org/sites/default/files/publication/96601/arches_transformative_mentoring_program.pdf.

(Accessed: 4th October 2018); Cure Violence: A Public Health Model to Reduce Gun Violence, Jeffrey A. Butts, Caterina Gouvis Roman, Lindsay Bostwick, Jeremy R. Porter. Annual Review of Public Health 2015 36:1, 39-53; Thornberry, T. P., Kearley, B., Gottfredson, D. C., Slothower, M. P., Devlin, D. N., & Fader, J. J. (2018). Reducing crime among youth at risk for gang involvement: A randomized trial. *Criminology & Public Policy*, 17(4), 953-989.

² See: Lowenkamp, Christopher T., Edward J. Latessa, and Alexander M. Holsinger. "The risk principle in action: What have we learned from 13,676 offenders and 97 correctional programs?" *Crime & Delinquency* 52.1 (2006): 77-93.

³ See: Roca, *Fiscal Year 2017 High Risk Young Men's Program Performance Benchmarks and Outcomes Report*, October 10, 2017, <https://rocainc.org>; Butts, Jeffrey A., et al. "Cure violence: a public health model to reduce gun violence." *Annual review of public health* 36 (2015): 39-53.

⁴ See: Bonta, J., & Andrews, D. A. (2016). *The psychology of criminal conduct*. Routledge; Feucht, T., and Holt, T. "Does Cognitive Behavioral Therapy Work in Criminal Justice? A New Analysis From CrimeSolutions.gov," May 25, 2016, nij.ojp.gov.

neighborhoods that have strong community networks and neighborhood nonprofits.⁵ The City anticipates extending outreach to approximately 10,000 individuals with the goal of engaging approximately 7,000 individuals in programming. Of those 7,000 engaged, we anticipate approximately 70-75% will be 16-25 years old with the balance over 25. NYC has one of the highest rates of release with no conditions during the pretrial period in the country (about 100,000 people were ROR'd in 2018), and the rate of release is expected to rise in the coming years. *Atlas* also invests in community-driven solutions in neighborhoods with the highest concentration of affected residents by: (1) prioritizing subcontracting with smaller CBOs rooted in the neighborhood and trusted by those they serve; (2) providing technical assistance and capacity building to subcontractors to ensure effective program ramp-up and implementation; and (3) funding alternative innovative community solutions to violence reduction.

Program Model

A voluntary program, *Atlas* is founded on strong, credible relationships between participants and staff to engage and implement evidence-based models. Participation relies on establishing relationships using credible outreach and therapeutic staff who will focus on motivating individuals to engage in evidence-based and healing programming and will stay with them throughout their time in the program.

- ***Outreach + Engagement:*** Recruitment and program delivery will rely on persistent engagement strategies “Specialists” who are viewed as “credible messengers” (i.e., people from affected communities who share lived experiences and can build trust), as well as material and non-material incentives for participation. This approach has yielded high enrollment levels in similarly situated voluntary programs (~60% to 70%)⁶. The City expects to reach out to approximately 10,000 individuals with high risks and needs each year with the goal of engaging approximately 70% (7,000) in one or more of the program opportunities bulleted below.
- ***Mentorship + CBT:*** If individuals agree to engage in programming, an engagement Specialist will support them in individual and/or group therapeutic interventions and provide strengths-based mentorship that meets the specific needs of individuals. Group or individual CBT that is centered in a trauma-informed approach will be offered to support problem solving, healing, and individual reflection on stress responses and thought patterns.

⁵ See: Sharkey, Patrick. *Uneasy peace: The great crime decline, the renewal of city life, and the next war on violence*. WW Norton & Company, 2018.

⁶ See: Heartland Alliance, *Readi—Evaluating and Understanding Our Impact* <https://www.heartlandalliance.org/readi/impact/>; Roca, *Fiscal Year 2017 High Risk Young Men’s Program Performance Benchmarks and Outcomes Report*, October 10, 2017, <https://rocainc.org>; Celinska, K. (2015). Effectiveness of Functional Family Therapy for Mandated Versus Non-Mandated Youth. *Juvenile and Family Court Journal*, 66(4), 17-27.

- **Family Functional Therapy:** *Atlas* will also offer approximately 1,000 slots per year in home-based Family Functional Therapy (FFT) provided when appropriate by licensed clinicians to youth and young adults to strengthen family relationships to increase stability and protective factors within and outside the family.⁷
- **Intensive Employment Track:** *Atlas* will also include 250-300 slots per year for adults interested in engaging in an intensive six-month full-time paid combination of CBT and job training component.
- **Employment, Education + Other Supports:** Additionally, *Atlas* will offer referrals and onramps to education and employment programming for all participants through public and private partnerships.

Innovation Fund

Atlas also invests in neighborhoods by seeding an “Innovation Fund” that will be available to test community-driven approaches to violence reduction and healing. The Prime Vendor will be expected to raise additional dollars to contribute to the Fund. Together with MOCJ, the Prime Vendor will help create an advisory team whose members include: people with criminal justice history, neighborhood residents, and nonprofit, academic and government experts to provide guidance. This or another advisory board or working group may be convened to help guide the growth and development of *Atlas* overall.

Organizational Capacity Building

The projected volume of participants eligible for this programming will require organizations to scale up quickly. We anticipate needing to hire and train 200-300 credible Specialists citywide, as well as other administrative and program staff, to effectively deliver evidence-based services. Rapid growth, if not planned for and supported, can create operational, financial and capacity burdens and challenges for CBOs with smaller budgets. To ensure that subcontracted CBOs can successfully scale up, the City is soliciting for a Prime Vendor to act as a hub to coordinate and match clients with service providers, as well as provide capacity building and program implementation technical assistance to support these neighborhood-based organizations’ long-term vitality and ability to serve the community.

⁷ See: Hartnett, Dan, Alan Carr, Elena Hamilton, and Gary O’Reilly. 2017. The effectiveness of Functional Family Therapy: A meta-analysis. *Family Process*, 56: 607–619; Thornberry, T., Kearley, B., Gottfredson, G., Slothower, M., Devlin, D., Fader, J. (2018). Reducing Crime Among Youth at Risk for Gang Involvement: A Randomized Trial. *Crime and Public Policy*. 17 (4), 953.

SECTION III – PRIME VENDOR OBJECTIVES

Through this solicitation, the City is seeking to procure a Prime Vendor to serve as a “backbone” organization for numerous neighborhood-based service provider organizations that will implement *Atlas* through this Negotiated Acquisition. MOCJ seeks a vendor experienced in overseeing and supporting the implementation and coordination of citywide neighborhood-based therapeutic interventions and scaling out evidence-based models.

Atlas aims to achieve the following outcomes:

- Identify and seek to engage approximately 10,000 individuals who have been released on their own recognizance with the highest risks and needs, in anticipation of connecting approximately 70% of them to voluntary, evidence-based mentorship and therapeutic group and individual programming developed to enhance individual well-being by:
 - Reducing the risk of violence and/or victimization and re-arrest while awaiting case disposition (and beyond).
 - Improving safe return of participant to court.
 - Connecting participants to education, employment and other support programs.
 - Increasing positive ties between participant and community.
- Improve community well-being and public safety by:
 - Strengthening the capacity of grassroots community based organizations (CBOs) serving neighborhoods historically high in crime and enforcement.
 - Testing community driven public safety programming.

To accomplish these objectives, the Prime Vendor will partner with MOCJ to:

- 1. Streamline procurement and ensure subcontractor compliance.** The Prime Vendor will solicit subcontractors, execute and manage tens of millions of dollars annually in subcontracts, process reimbursements, solicit and review performance, requisition and other data reports, and provide fiscal oversight and compliance. The Prime Vendor will ensure a diversity of CBOs including but not limited to by neighborhood, expertise in special populations to ensure participants can be engaged by trusted, credible mentors. For further information see Program Proposal, below.
- 2. Scale out an evidence-based intervention among a network of providers to ensure program fidelity and success.** The Prime Vendor will subcontract with approximately 10 to 30 Community-based Organizations (“Providers”) located in neighborhoods including, but not limited to: Harlem and Washington Heights (Manhattan); Brownsville, East New York and Flatbush (Brooklyn); Jamaica (Queens); Morrisania, Claremont and the South Bronx (Bronx) and Stapleton (Staten Island). Some service provider organizations that

work with special populations (e.g., women, LGBTQIA individuals, etc.) may serve participants citywide given their particular expertise in population-specific service delivery. CBO Providers will employ credible messenger Specialists to conduct outreach and engage participants in individual and/or group CBT interventions. Prime Vendor will develop and/or provide CBOs with credible messenger/navigator and mentorship trainings directly and/or through subcontract with one or multiple organizations to do so. The Prime Vendor will ensure that all relevant Providers are trained in culturally competent, trauma-informed CBT curricula (as determined by MOCJ to be evidence-based and well-suited for NYC landscape). Regardless of each Provider's unique approach, the Prime Vendor will help all Providers continually ensure fidelity to this underlying program through training, regular data sharing, tracking and evaluating of outcomes; coordinating participant referrals and service networks; and convening regular in-person and online exchanges among Providers to foster a peer learning community. The Prime Vendor will develop a network of Providers and other field experts to ensure that a coordinated referral mechanism is in place to efficiently and effectively connect individuals in the target population with the organization best suited to serve each participant. The Prime Vendor will work with the network of Providers to ensure employment, education and other social service referral partnerships with NYC nonprofit and City agencies. The Prime Vendor will subcontract with one or multiple organizations to provide Functional Family Therapy to approximately 1,000 individuals. The Prime Vendor will subcontract with one or multiple organizations to provide intensive program track providing evidence-based full-time six month full-time employment /CBT program to 250-300 adults. The Prime Vendor will partner with the City to attract matching philanthropic support to fund and test other innovative violence reduction programming for possible future scale out.

- 3. Provide organizational capacity building and technical assistance.** The Prime Vendor will work together with Provider CBOs to help them identify and meet organizational needs to ensure successful program implementation, including: complete organizational assessments and create and implement customized action plans to support program implementation, including hiring/personnel, financial/record keeping, Information Technology (IT) and data systems, and program/organizational expansion. The Prime Vendor will either provide directly or subcontract with fiscal conduit/back office accounting services for relevant CBO subcontractors. The Prime Vendor will have deep expertise in and commitment to serving the City's nonprofit sector and has particular expertise working with community-based and grassroots organizations and will engage in effective, culturally competent collaboration and coordination across numerous and diverse Providers that are at different points in their organizational development life cycle. The Prime Vendor will oversee services in community-based settings with distinct competencies to support CBOs including: (i) existing relationships with agencies and community-based organizations who engage justice-involved young people and adults in

order to effectively coordinate services; (ii) an organizational commitment to diversity and racial equity practices as well as a track-record including community voice in developing strategies and programs; and, (iii) as this is a new initiative, the Prime Vendor's internal organizational leadership must be experienced in and committed to working through the growing pains and learning curves associated with starting up a complex, diverse, multi-partner, multi-modal city partnership. Where needed, the Prime Vendor should contract with experts to ensure a leadership team equipped with the necessary skills that includes members that have experienced the criminal justice system.

4. **Ensure cash flow to ensure uninterrupted service delivery.** The Prime Vendor should have the organizational experience, as well as the financial and managerial capacity, to oversee an annual expenditure of tens of millions of dollars in annual subcontracts, and to be able to make regular, timely reimbursements to subcontractors to ensure seamless service provision. The Prime Vendor will have the ability to manage and advance multi-million dollars to Providers and other subcontractors for timely and uninterrupted program delivery, as well as attract private philanthropic partners to offer additional capacity and support. For further information see Program Proposal, below.

SECTION IV - FORMAT AND CONTENT OF THE PROPOSAL

Instructions

Interested applicants should submit all the information requested via email to MOCJProcurements@cityhall.nyc.gov with the subject line: “**Atlas EPIN: 00220N0003**”. The information requested in the Negotiated Acquisition shall be typed in a 12-point font, single-spaced if 8 ½ X 11” paper and not to exceed twenty (20) pages.

Proposal Package Contents

The e-mailed Proposal Package must contain the following materials:

- ✓ Program Proposal Narrative not to exceed 20 pages;
- ✓ At least three (3) Letters of Reference that speak to the applicant's experience managing large-scale, complex programs like the one described in this solicitation;
- ✓ List of candidate partners, advisors and subcontractors for Program, Capacity Building, Coordination/Administration and/or Training and where known.
- ✓ Resumes of key staff (optional)
- ✓ Acknowledgment of Addenda Form
- ✓ A completed Doing Business Data [Form](#);
- ✓ A completed Iran Divestment Act [Form](#).

Program Proposal/ Scope of Services

The Program Proposal is a clear, concise narrative that addresses the overall program and service concepts and incorporates all relevant requirements. The Program Proposal must demonstrate that the Proposer has the capacity to meet the requirements of this solicitation. Proposer's narrative must address the criteria listed in **subsections I-IV**, below.

I. Demonstrated Quantity & Quality of Successful Relevant Experience – 35%

Proposers must describe their successfully, relevant experience in:

- a. working with, and coordinating among numerous small and medium-sized community-based and grassroots non-profit organizations in New York City, including providing technical assistance and capacity-building;
- b. developing and managing of competitive solicitations;
- c. subcontract execution and management and prompt payment to subcontractors;
- d. management of complex financial operations including large accounts payables and dispersing and overseeing the management of millions of dollars of subcontracts;
- e. overseeing and ensuring fidelity of therapeutic and supportive social services models in community-based settings;
- f. maintaining relationships with city agencies and community-based service providers who engage justice-involved young people and adults;
- g. making regular, timely reimbursements to subcontractors;
- h. engaging philanthropy to support new, innovative programming;
- i. enacting diversity and racial equity practices in organizational culture, staffing and partnerships;
- j. engaging community voice in developing programs and/or strategy.

II. Procurement, Program, and Capacity Building Approach – 25%

Proposer must describe and design the service delivery model in conformance with the core criteria presented below.

A. Procurement⁸

- a. Describe your organization's capacity and plan for soliciting subcontractors (e.g. sending notices of solicitation, managing procurement process inclusive of evaluations and contract negotiations, etc.) and on executing sub-contract agreements; and provide a timeline.

⁸ The Agency reserves the right advise, modify, and work in conjunction with the Prime Vendor throughout the Procurement process. The City also reserves the right to negotiate subcontract scope of work with the Prime Vendor and inspect and review sub-contract agreements, in conformance with the New York City Procurement Rules and Article 3 of the Appendix A, General Provisions Governing Contracts for Consultants, Professional, Technical, Human, and Client Services.

- b. Describe your organization's capacity and plan on managing tens of millions of dollars in subcontracts; processing reimbursements⁹; reviewing performance, fiscal, and other reports; providing fiscal oversight and compliance to CBO Providers and other technical assistance subcontractors, and conduct site-visits.
- c. Describe how you will ensure a diversity of CBOs (by neighborhood, expertise in special populations, etc.) to ensure participants can be engaged by trusted, credible mentor Specialists.

B. Program

- a. Describe how the organization plans to scale out an evidence-based intervention among a network of providers to ensure program fidelity and success, including, but not limited to:
 - i. subcontracting with ~10 to 30 CBO Providers in key neighborhoods (see Section III 2a) that will employ credible Specialists to conduct outreach to approximately 10,000 individuals and engage approximately 7,000 participants (~70-75% youth/young adults and ~25-30% adults) in individual and/or group CBT interventions;
 - ii. developing and providing (1) training to CBO Providers cited above in effective mentoring practices and (2) a culturally competent, trauma-informed CBT curriculum, and ensuring adherence to the program model, either through subcontracting or providing it directly in-house;
 - iii. subcontracting with one or multiple organizations to provide Functional Family Therapy to approximately 1,000 individuals;
 - iv. subcontracting with one or multiple organizations to provide evidence-based full-time six month full-time employment /CBT program to 250-300 adults;
 - v. ensuring that all relevant subcontractors are trained in the evidence-based CBT curriculum, selected by MOCJ, and helping subcontractors continually ensure program fidelity through training, regular data sharing, tracking and evaluating of outcomes, and coordinating participant referrals and service networks and convening regular in-person and online exchanges among providers to foster a peer learning community;
 - vi. developing a network of subcontracted Providers and other field experts to ensure that a coordinated referral mechanism is in place to efficiently and effectively connect individuals in the target population with the organization best suited to serve each participant;

⁹ The Agency anticipates paying the Contractor a monthly advance in order for the Contractor to pay subcontractors in a timely manner. The Agency requires that the Prime Vendor make payments to subcontracts promptly and that all payments to subcontractors be entered into the New York City Payee Information Portal (PIP).

- vii. attracting philanthropic support to fund and test other innovative violence reduction programming for future scale out.

C. Capacity Building

- a. Describe how you will help CBO Providers identify and provide capacity building to meet organizational needs to ensure successful program implementation (e.g. completing organizational assessments, creating and implementing customized action plans, assisting with hiring/personnel, financial/record keeping, Information Technology (IT) and data systems, program/organizational expansion, etc.).
- b. Describe how you will either provide directly or subcontract with fiscal conduit/back office accounting services for relevant CBO Providers.
- c. Describe how you will ensure cash flow to ensure uninterrupted service delivery by borrowing and advancing millions of dollars to CBO Providers and other subcontractors.
- d. Describe how you will attract private philanthropic partners for the Innovation Fund.
- e. Describe how you will solicit and vet innovative community solutions via the Innovation Fund.

III. Organizational Capability and Fiscal Administration – 35%

- a. Describe your organizational, programmatic, managerial and financial capability to perform the services described herein. Describe also how the proposed program and services will fit into your organization.
- b. Describe how you will ensure your organization's readiness to provide services. Include a description of how you will complete the necessary staffing and program start-up activities and provide a projected timeline. Specifically, have a sufficient number of trained staff to effectively manage a competitive solicitations and make awards to 10-30 subcontracts within three months of the contract start date. Include key partners or experts you will engage with to support the initiative's goals and any appropriate resumes or letters of agreement.
- c. Describe how you will ensure that subcontractor expenses are justified and conform to contract requirements; verify and perform quarterly audits of subcontract expenditures; establish and maintain appropriate ledgers to manage obligations expenditures of funds; provide training and technical assistance to subcontractors on fiscal management policies, procedures and monitoring; conduct all processes for fiscal closeout so of subcontracts at the end of each subcontract term and participate in and cooperate with the Agency in all investigations, mediations, and audits.

IV. Budget Management – 5%

Please provide a Budget Narrative that fully describes how the Proposer would plan for and manage budgets for this program. The budget, along with the achievable outcomes, should be scalable and based on the program expectations outlined throughout the Negotiated Acquisition solicitation and consistent with the proposed program design.

1. For comparison purposes, the budget should be based on a SAMPLE annual amount of \$10 million dollars in funding for the program as a whole. The amount should be based on the assumptions outlined in the "Anticipated Available Funding and Payment Structure" section of the solicitation and should factor all the requirements as outlined in the solicitation. Applicants should clearly state what can be achieved considering under the allocated \$10 million budget and should scale program deliverables accordingly. Finally, while submitted allocations should reflect an annual budget of \$10 million, the final annual amount may be scaled up under terms of contract award.
2. The budget should outline all costs to run the non-direct program components. This would include the costs of performing the procurement, capacity building and fiscal administration functions outlined in the scope of services.
3. This budget should include any startup costs and projected staff, subcontracts, supplies and other expenses to needed to run this piece of the initiative.
4. If applicable, describe how your organization would develop and implement effective strategies to generate supplemental funding for the proposed program. Include any other source of revenue that would be used to support the proposed program.

E. Anticipated Available Funding and Payment Structure

MOCJ anticipates awarding one contract (the “Prime Vendor”) under this solicitation. This is a large scale initiative with expected funding in the tens of millions. The terms and provisions governing program implementation will be the subject of subsequent negotiations upon award, during which, the City will scale up the proposed budget accordingly. MOCJ will negotiate with all qualified proposers who submit an Expression of Interest for this project. MOCJ anticipates the Prime Vendor will distribute the award with an estimated 75-80% of the total budget subcontracted to providers for direct service provision. An estimated 5-10% of the contract will be invested in organizational capacity building, technical assistance, training, and innovation with the understanding that the Prime Vendor may provide some TA/capacity building services and subcontract with specialized experts for other training/TA components. The remainder of the budget will support the Prime Vendor for the initiative’s administration and coordination. MOCJ anticipates the contract will have a three year term with two options to renew each for three years.

SECTION V - EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Procedures

All proposals accepted by MOCJ will be reviewed to determine whether they are responsive or non-responsive to the requirements of this Negotiated Acquisition. Proposals that are determined by MOCJ to be non-responsive will be rejected. An Evaluation Committee will evaluate and rate all qualified and responsive vendors that have expressed interest unless it is determined that it is in the City's best interest to negotiate with fewer vendors. All Proposals will be rated based on the Evaluation Criteria set forth below.

MOCJ reserves the right to conduct interviews or site visits and/or to request that proposers make presentations and/or demonstrations, as MOCJ deems applicable and appropriate. Although MOCJ may enter into discussions with Proposers regarding submitted acceptable applications, MOCJ reserves the right to award contracts on the basis of initial proposals received, without discussion; therefore, the proposers initial proposals should contain its best pricing and programmatic terms.

B. Evaluation Criteria

Vendors will be selected based on those offers that are determined to be the most advantageous to the City using the following factors:

Organizational Capability and Fiscal Administration	35%
Demonstrated Quantity & Quality of Successful Relevant Experience	35%
Procurement, Program, and Capacity Building Approach	25%
Budget Management	5%

C. Basis for Contract Award

The City will enter into negotiations with the proposer determined to be the best qualified at the time of evaluation, based on consideration of the above-cited factors. A contract will be awarded to the proposer whose offer is determined to be the most advantageous to the City, taking into consideration the price and the other factors set forth in this solicitation. The City, at its sole discretion, reserves the right to not enter into a contract with any proposer. The contract award shall be subject to the timely completion of contract negotiations between the City and the selected proposer and a determination of both proposer responsibility and administrative capability. The City reserves the right to assign the contract to another New York City agency, effective the last day of the initial contract.

D. Compliance with Local Law 34 of 2007

Pursuant to Local Law 34 of 2007, amending the City's Campaign Finance Law, the City is required to establish 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. In order for the City to obtain necessary information to establish the required database, vendors responding to this solicitation are required to complete the attached Doing Business Data Form and return it with this proposal, and should do so in a separate envelope. (If the responding vendor 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 vendor has failed to submit a Data Form or has submitted a Data Form that is not complete, the vendor 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 vendor 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.

E. 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 the Whistleblower Protection Expansion Act Rider carefully.

F. 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 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 Attachment for information on the Iran Divestment Act required for this solicitation and instructions on how to complete the required form and <http://www.ogs.ny.gov/About/regs/ida.asp> for additional information concerning the list of entities.

G. Subcontractor Compliance Notice - The selected vendor will be required to utilize the City's Payee Information Portal (PIP) web-based system to identify all subcontractors in order to obtain subcontractor approval pursuant to PPB Rule section 4-13 and will also be required to enter all subcontractor payment information and other related information in such system during the contract term. Please read Attachment A - *The Subcontractor Compliance Notice* as it relates to competitive solicitations.

Attachment A
Notice for Proposers

In 2013 the City implemented a new web based subcontractor reporting system. The Selected Contractor is required to list in the system all of the subcontractors that it knows it will use or is already using in the performance of the contract to be awarded. For each subcontractor listed, the Selected Contractor will be required to provide the following information: maximum contract value, description of subcontractor work, start and end date of the subcontract and identification of the subcontractor's industry. Identification of subcontracts in the system along with the required information will be required in order to obtain subcontractor approval under PPB Rule 4-13 for all subcontractors that have not been approved as of the implementation date. Thereafter, the Selected Contractor will be required to report in the system the payments made to each subcontractor within 30 days of making the payment. If any of the required information changes throughout the term of the contract, the Selected Contractor will be required to revise the information in the system. The Selected Contractor will have 30 days from the date of the notice to list its current subcontractors for which it has already received Agency Approval, if any. Thereafter, for those subcontractors that have not yet been approved by the Agency, subcontractors will have to be listed in the system in order to obtain the required Agency approval. Failure of the Selected Contractor to list a subcontractor and/or to report subcontractor payments in a timely fashion may result in the Agency declaring the Selected Contractor in default of the Contractor and may subject the Selected Contractor to liquidated damages in the amount of \$100 per day for each day that the Selected Contractor fails to identify a subcontractor along with the required information about the subcontractor and/or fails to report payments to a subcontractor, beyond the time frames set forth herein or in the notice from the City. The Selected Contractor hereby agrees to these provisions and acknowledges that they will become effective on the date set forth in the notice.