

*Capacity Building and  
Administrative Partner for the  
DYRS Community  
Programming Initiative*

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Request for Applications FY17

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RFA Release Date:  
Monday, May 2, 2016

Application Submission Deadline: Friday, June 3, 2016 at 4:00PM EST  
LATE OR INCOMPLETE APPLICATIONS WILL NOT BE CONSIDERED

Pre-Application Technical Assistance Workshops  
Location: The DYRS Achievement Center, located at  
450 H. Street, NW, Washington, DC 20001  
[Session 1: 10:00 AM to 12:00 PM May 16]  
[Session 2: 1:00 PM to 3:00 PM May 16]

Attendance is required

RSVP is required for Pre-Application Technical Assistance Workshops

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# Part I: Program Scope

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## About DYRS and the Community Programming Initiative

### **DYRS Mission**

To improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most homelike environment, consistent with public safety.

### **DYRS Vision**

To provide the nation’s best continuum of care for court-involved youth and their families through a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement and community support.

### **DYRS Service Delivery Models (the “Models”)**

DYRS is focused on aligning its programs and accountability mechanisms to the Positive Youth Justice (PYJ) framework.<sup>1</sup> PYJ is aimed at helping youth succeed, thereby reducing the chances that they will commit another offense. The agency is committed to meeting the developmental needs of youth, building on youth assets and potential, utilizing youth as resources, and creating partnerships with youth to generate positive, sustainable change—all while engaging parents and families, promoting intergenerational connectivity, reducing the likelihood of re-offending, and aiding with successful transition into the community.

DYRS provides the vision, youth care coordination, and oversight for two service delivery models. The DC YouthLink (DCYL) model consists of a network of providers and programs that deliver supportive services and programs to young people in the community. In addition, services and programs are provided to youth at the DYRS Achievement Centers. All programs, services, and providers selected to participate in both models will be managed in partnership with an administrative entity, the Capacity Building and Administrative Partner (hereinafter the “Administrative Partner”).

### **DYRS Care Coordination**

Unique and individualized programming and service plans are developed for each youth throughout their commitment. These plans are called Success Plans, and they are reviewed and updated every 90 days through a process called Team Decision Making (TDM).<sup>2</sup> It is through the TDM meetings that youth are referred to the service delivery Models by DYRS.

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<sup>1</sup> Positive Youth Justice (PYJ) focuses on the specific developmental needs of young people involved in the juvenile justice system. The PYJ framework was published in 2010 by a team of researchers led by Dr. Jeffrey Butts at the John Jay College of Criminal Justice in New York City. The framework establishes two key assets for court-involved youth: (1) learning/doing; and (2) attaching/belonging, and the goal is to develop these two assets within six core developmental domains: work, education, health, relationships, community and creativity.

<sup>2</sup> In a Team Decision Making (TDM) meeting, the youth, his/her parents and family members, other support persons in the youth’s life, service providers, community representatives, and the caseworker come together to create a plan for each youth. The meeting is a sharing of all information which relates to the youth, including but not limited to: education, safety,

## ***History***

The Department of Youth Rehabilitation Services (DYRS) was established in 2004 as a cabinet-level agency for the District of Columbia’s juvenile justice system, replacing the former Youth Services Administration, a division of the DC Department of Human Services. Since its inception, DYRS enacted a number of reforms to advance the District’s juvenile justice goals of rehabilitating youth in the least restrictive, most home-like environment consistent with public safety. In partnership with families and the public, DYRS aims to empower court-involved young people and foster accountability to their communities. As the key initiative in this effort, DYRS established a community-based continuum of services that is local, accessible, and focused on positive youth development.

While the agency’s early efforts sought to shift the focus of intervention from institutions to the community, it predominately relied on supervision as the method for intervention, rather than on increasing access to supports and services that build on a young person’s strengths, leading to positive outcomes. DYRS recognized that placing youth in the community and engaging them in structured, positive activities, and systemically connecting young people to a broader network of formal and informal supports, was a more effective way to help youth succeed while promoting public safety.

### ***Phase One: DC YouthLink (DCYL)***

In 2009, DYRS and the DC Children and Youth Investment Trust Corporation (the Trust) collaborated to launch DC YouthLink (initially known as the Lead Entity/Service Coalition initiative) to respond to the need for a coordinated system of community-based supports and services for youth. DC YouthLink was an award winning program and helped set a national trend for supporting youth through the use of community-based services. DC YouthLink was focused on preparing youth to succeed and investing in the community so that youth could be best served within the context of their home community. Ultimately, the implementation of these tenets was found to be an effective way to enhance public safety.

DC YouthLink’s structure was inspired by two model systems of care: Wraparound Milwaukee and Wayne County, Detroit’s juvenile care management network. Both systems were developed to reduce the number of youth in secure facilities, serve youth within the context of their home communities and achieve better outcomes for youth and their families. Wraparound Milwaukee and Wayne County’s Juvenile Assessment System/Care Management Organizations have been linked to decreases in recidivism, increases in education and work-related outcomes and decreased substance use. Although similar, DC YouthLink is unique to the District of Columbia, operating with DYRS’ distinctive Positive Youth Justice (PYJ) framework and intentionally building upon community strengths to further improve public safety

At inception, DCYL was a collaborative partnership between DYRS and two local lead organizations (the “Lead Agencies”), which managed the network of local community based organizations, known as the Service Coalition. This coalition implemented a diverse array of services to court-involved youth throughout DC. Such collaboration and investment in community partnerships among the Lead Agencies, as well as across the Service Coalition, provided a channel to support youth and promote safer and stronger communities overall.

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functioning of the family, strengths, challenges, placement, goals, and mental health treatment. The goal is to reach consensus on decisions regarding the youth. TDM meetings allow everyone involved to have a voice and understand the basis for decisions.

### *Phase Two: Community Programming Initiative- Achievement Centers*

In July 2014, DYRS opened its first Achievement Center with the intention of expanding and strengthening the continuum of programming to committed youth at its headquarters. DYRS opened its second Achievement Center in Southeast DC in March 2016. The opening of its second Achievement Center allowed the agency to expand its reach of drop-in center programming and supports for youth and families.

The Centers empower court-involved youth through programs grounded in PYJ that foster career development, life skills, and healthy living. Consistent with PYJ, the Centers provide new experiences, thereby creating opportunities that may not otherwise be available.

Designed as a safe space for youth, the Achievement Centers provide drop-in center activities, as well as structured programming and classes. Moreover, the Achievement Centers seek to serve as a bridge between youth, families, and the community through outreach, engagement and other supportive services.

The Achievement Centers also host several events throughout the year for youth and families, including job fairs, family nights, guest speakers, and community forums.

### *Phase Three: Community Programming Initiative - Streamlining and Tailoring Service Delivery*

As the population of committed youth changes and programming options and innovations evolve, DYRS finds itself in the unique position to be able to streamline and sequence its efforts around service delivery and initiatives for young people and families. Utilizing the experience and knowledge gained by serving youth in the community through DCYL, the agency's expertise in case management/care coordination, and its ability to engage youth in unique programs at its own facilities, DYRS plans to streamline and enhance the service delivery models in FY 17 by implementing a care coordination pathway.

The care coordination pathway establishes a basic sequencing of programming and services for youth and frames the way in which youth could progress through a continuum of services as their unique needs change and evolve.

### ***Purpose and Goals***

The purpose of this Request for Applications is to announce funding availability for qualified applicants to partner with DYRS in the development, implementation, and management of a comprehensive and coordinated system of programs and services for D.C. court-involved youth and families. DYRS is seeking one (1) Administrative Partner for Fiscal Year 2017 ("FY17" extends from October 1, 2016 – September 30, 2017) to oversee and support the delivery of community-based and Achievement Center-based services. While DYRS operates and manages care coordination and case management services for all youth committed to the agency, the Administrative Partner shall provide capacity-building to the Community Programming Initiative, administrative partnership to DYRS, and technical support to the service providers. Additionally, the Administrative Partner will oversee and manage the day-to-day operations related to Service Coalition programs (i.e., youth referrals, weekly attendance reporting, monthly invoicing, and financial compliance and reporting), as well as organize and manage special events and programs that occur at the Achievement Centers.

The overall goal of the Community Programming Initiative is to help court-involved youth and their families achieve personal goals and milestones through the provision of a wide range of programs that emphasize individual strengths, personal accountability, public safety, skill development, family involvement and community support.

The Community Programming Initiative will serve as a bridge between youth, families, and the community through outreach, engagement and other supportive services by implementing the service delivery models with the following three objectives in mind:

- 1.** To advance the rehabilitation of DYRS youth by connecting them to services, supports, and resources that help them reach their goals and developmental milestones;
- 2.** To enhance public safety by engaging youth in positive, developmentally appropriate, and structured activities that complement and enhance DYRS’s methodologies for the care and supervision of young people; and
- 3.** To create safer and stronger communities that support youth and families by investing directly in local organizational and human resources that are accessible and dedicated to strengthening young people and their families.

Positive Youth Justice (PYJ) promotes the development of court-involved youth in six core areas, known as the PYJ domains. The following table illustrates the PYJ domains and the typical activities or experiences that support growth in each domain.

### SIX POSITIVE YOUTH JUSTICE PRACTICE DOMAINS

<b>Work</b>	<b>Relationship</b>	<b>Health</b>
<ul style="list-style-type: none"> <li>•Job Experience</li> <li>•Apprenticeships</li> <li>•Job Preparedness</li> <li>•Income and independence</li> </ul>	<ul style="list-style-type: none"> <li>•Communication Skills</li> <li>•Conflict Resolution</li> <li>•Family systems</li> <li>•Intimacy and support</li> </ul>	<ul style="list-style-type: none"> <li>•Physical activity</li> <li>•Diet and nutrition</li> <li>•Behavioral health</li> <li>•Lifestyle and sexuality</li> </ul>
<b>Education</b>	<b>Community</b>	<b>Creativity</b>
<ul style="list-style-type: none"> <li>•Literacy</li> <li>•Credentials</li> <li>•Learning skills</li> </ul>	<ul style="list-style-type: none"> <li>•Civit engagement</li> <li>•Community leadership</li> <li>•Service</li> </ul>	<ul style="list-style-type: none"> <li>•Personal expression</li> <li>•Visual arts</li> <li>•Performing arts</li> </ul>

The Service Coalition providers will be selected by DYRS in many of the key areas illustrated above. With the support of the Administrative Partner, DYRS and the Service Coalition will work within this framework to achieve the aforementioned goals and objectives.

### ***Core Functions and Scope of Duties***

DYRS established core functions, processes, and policies to support the implementation of an effective continuum of community and Achievement Center-based services that reflect and embody PYJ principles. The Community Programming Initiative is delivered through a partnership relationship among DYRS, the Administrative Partner, and service providers. The core functions that guide the work of the Community Programming Initiative and each of the partners are listed below. Applicants are encouraged to carefully review the detailed information on the specific roles and responsibilities of the Administrative Partner within each of these areas, presented in Appendix B, prior to completing the application.

1. Establish and maintain a continuum of community-based services tailored to the needs of DYRS youth and families
2. Support case planning, care coordination and ongoing case management
3. Create and maintain data-driven programmatic management practices and processes
4. Promote continuous learning and capacity building
5. Ensure fiscal and financial stewardship
6. Support effective communications and advocacy
7. Ensure risk management
8. Measure overall impact

In addition to the core functions, the selected Administrative Partner will be expected to adhere to all standard operating procedures and DYRS policies related to the Community Programming Initiative.<sup>3</sup>

### ***Source of Grant Funding***

Funds are made available through District appropriations to the DYRS.

### ***Award Period***

DYRS will select one Administrative Partner, who will receive a grant agreement for the duration of FY17. DYRS reserves the right to extend any grant agreement for two (2), single-year option periods. Exercise of the option-year extension right is based on performance, funding availability and the structure of the initiative. The Administrative Partner for FY17 may receive up to \$1,811,070 to carry out the functions and responsibilities of the partnership project. In addition, they will manage the award allocations for the Service Coalition, which will include DC YouthLink and Achievement Center providers, for which up to \$6,813,077 is allocated. The total award amount is up to \$8,624,147. Each of the listed award amounts are subject to the availability of funds.

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<sup>3</sup> Standard operating procedures will be available for review at the Pre-Application Technical Assistance Workshops.

# *Part II:*

## *Program and Administrative Requirements*

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### ***Eligible Organizations/Entities***

Any public or private, community-based non-profit agency, organization or institution located in the District of Columbia is eligible to apply. For-profit organizations are eligible but may not include profit in their grant application. For-profit organizations may also participate as subcontractors to eligible agencies.

### ***Pre-Award Site Visit***

Highly ranked applicants who are recommended for funding by an evaluation panel may be selected for a pre-award site visit. The decision to visit an applicant for a pre-award site visit rests solely and finally with the Director of DYRS.

### ***Youth and Family Services Tracking and Reporting System***

The Administrative Partner will be required to provide technical supervision to the Service Coalition in the following areas: ensuring appropriate service delivery, financial management and reporting, regularly recording youth activity data, and recording youth progress and achievements. Service Coalition grantees will be required to enter key data daily into the DYRS case management system, currently called FAMCare. In FAMCare, DYRS records, tracks, and reports enrollment into services, youth attendance, youth activities, youth outcomes achieved or milestones reached, and other important information relevant to the treatment and success of each young person. Grantees will be asked to enter data into the system, as well as submit related reports for data validation and substantiation.

### ***Use of Funds***

The acceptance of a grant from DYRS creates a legal duty on the part of the grantee to use the funds in accordance with the conditions of the grant and to account for them in accordance with applicable federal, DC, and DYRS requirements. All DYRS grantees are required to maintain financial management systems that comply with the financial management standards in OMB Circular A-110.20-.28, 2 CFR §§215.20-215.28. Those standards require that a grantee's financial system provide for:

1. accurate, current and complete disclosure of the financial results of the grant award;
2. records that identify the source and application of grant funds.
3. effective control over and accountability for all funds, property, and other assets;
4. written procedures to minimize the time elapsing between the transfer of funds to the recipient from DYRS and the use of those funds by the grantee for program purposes, when funds are provided in advance;
5. written procedures for determining the reasonableness, allocability and allowability of costs in accordance with federal cost principles and the terms and conditions of the grant award; and
6. accounting records that are supported by source documentation.

No payments under a grant may be made until the Grant Agreement is signed on behalf of DYRS and the grantee. This grant is made on a cost-reimbursement basis. All project costs claimed must be paid for prior to requesting reimbursement from DYRS, and proof of cost incurred and payment completion must be submitted to DYRS on a monthly basis for review and reconciliation. Additionally, the Agency retains

a reversionary interest in the unused balance of advance payments, in any funds improperly used, in any unearned payment for which the local share is not contributed, and in property acquired through the grant to which DYRS either retains title or reserves the right to transfer title.

### ***Cost Principles***

#### ***A. Allowable Cost***

DYRS will establish how certain types of costs are evaluated to determine whether and to what extent they are reimbursable. The cost principles apply to the grantee and any sub-award made by the grantee, such as costs reimbursable to a contractor. Several general principles determine whether particular costs claimed under the grant will be reimbursed. Some key principles are listed below.

1. The maximum obligation of DYRS to support the program will not exceed the amount specified in the Notification of Grant Award.
2. The cost of an item claimed must be reasonable, consistent with any specific limitations and exclusions in the grant award.
3. The cost of an item claimed must be clearly allocable to the grant and to one or more specific objectives under the grant. Claims must contribute to the purposes and execution of the grant project. Indirect costs are often allocable to several programs, and how the grantee determines the amount allocable to the specific grant must be detailed in the budget narrative.
4. Each cost item must be treated consistently by the grantee within its grant and its non-grant activities and be determined in accordance with generally accepted accounting principles.
5. Each cost item must be adequately documented.

Generally, allowable costs include:

1. Salaries and wages for employees working on a DYRS grant project during the grant period that are allowable if:
  - a. the total compensation is reasonable for the work performed, conforms to the amount submitted in the approved budget, and conforms to the established policy of the organization applied consistently to government and non-government activities;
  - b. the charges are properly documented. This documentation requirement applies to direct salary charges, as well as salaries allocated to indirect costs, and to both the DYRS share and the grantee's local share; and
  - c. fringe benefits computed under a formally established and consistently applied organizational policy are allowed as a direct cost if they are included in the grantee's budget schedules and narrative.
2. Travel costs for travel inside the Beltway. In limited circumstances, DYRS may approve an exception (i.e. where a grantees attendance at an out-of-state event contributes to the purposes and goals of the grant). Travel is reimbursed at the DYRS-established mileage rate<sup>4</sup> or actual fares.
3. Equipment and supplies that contribute to the purpose and execution of the grant project. Any purchase of \$500 or more is not allowable unless DYRS approves in advance.
4. Consultant services. Grantees are expected to use the services of their own employees to the maximum extent in carrying out the activities supported by DYRS grants. However, where it is necessary to contract for the services of an individual or group who is not an employee, the grantee must do so in accordance with its own organizational contracting procedures and the factors specified in this cost principles section. The grantee's budget and/or request for approval of a consultant contract must specify the rates for service and other consultant costs broken down by category. Contractor and consultant costs are considered "direct" expenses in the DYRS grant application should be included budget documents as such.
5. Audit costs related to the grant project are allowable as part of the grantee's indirect costs.

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<sup>4</sup> All District government agencies follow the standard rates established by the IRS.

#### B. Unallowable Costs

The costs which are unallowable under DYRS grants are alcoholic beverages, bad debts, donations and contributions (in-kind expenses), entertainment, fines and penalties, fundraising and investment management, goods and services for personal use, such as subscriptions and memberships, honoraria, staff bonuses, lobbying and losses on another grant or contract. DYRS retains the right to deem other costs unallowable should the agency determine the expense to be outside the scope of the grant or grant goals and objectives.

#### C. Matching Funds

All applicants must provide proof of matching funds for their proposed program equal to 3% of the total request from DYRS. This match will be determined by the organization's overall budget. Organizations will be required to have matching funds in place for each year of the grant. **These matching funds must be in place by October 1, 2016. The selected grantee must provide proof of match upon commencement of the grant.**

Matching funds may not include funds received from a District of Columbia government agency; or funds received from another organization that originated as a grant from a DC government agency; or co-payments from the program participants for services received.

Matching funds may include federal grant funds not awarded by a DC agency; or support from foundations, corporations, or individuals; or funds from an organization's general support fund or fiscal reserve.

Matching fund documentation may be submitted in several forms. Matching funds can include additional grants awarded, donations, and any other monetary contributions made to the organization.

#### ***Administrative Partner Reporting***

During the course of the grant, DYRS will require a number of reports and information to ensure the grantee is (1) properly using grant funds, (2) making progress in carrying out its proposed functions and responsibilities, and (3) meeting data collection and reporting requirements.

The successful applicant will be required to provide monthly narrative and financial reports in a DYRS prescribed format. In addition, the grantee will be required to report meetings and/or trainings held for the Service Coalition, the number of youth served, and achievements in capacity building and administrative goals and objectives, as well as other progress related to the Core Functions and Scope of Duties document found in Appendix B. A mid-year and final written report will be required at the end of each applicable grant period.

# *Part III: Application Submission Requirements*

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## ***Format***

Applicants are required to follow the format described below:

- Submit one original and five copies (six total packets).
- Use 12-point font (Times New Roman, Georgian, Courier, or Arial) and 1-inch margins.
- Separate each copy of the proposal with binder clips. Do not staple or paper clip proposal pages.
- Honor the total page limit: Up to 25, double-spaced pages.
- Pages must be numbered.

**Please note:** Attachments requested within the proposal will not count toward the page limits.

**The sections below are required components of the application.**

## ***Table of Contents***

The table of contents should list major sections of the proposal with quick reference page indexing.

## ***Abstract***

The abstract should concisely describe the applicant’s ability, experience, and approach to capacity building and administrative services proposed with an overview of the key elements of the application. Please include goals, objectives, overall approach (including target population and significant partnerships), anticipated outcomes/products, and time frames. It should not exceed one page. The abstract is not counted in the 25-page limit.

## ***Applicant Profile***

This form outlines general information about the applicant, such as the organization’s name, type of organization, Tax ID, DUNS number, organizational funding sources, and target populations served by the applicant. This form will be made available on the DYRS website at <http://dyrs.dc.gov/page/doing-business-dyrs>.

## ***Partnership Narrative***

This section contains the information that justifies and describes the ability and qualifications of the applicant to deliver the requested capacity building and administrative services identified below. The partnership narrative must be clearly and concisely written and must not exceed the page limit described above. Generally, the partnership narrative should address the following criteria:

<b>A. Purpose Statement</b>
Describe your organizational experience in supporting the administrative, capacity-building, and technical assistance for community-based programs. Please discuss how that work enhanced service to the target population (e.g., high risk youth or court-involved youth and their families).
<b>B. Organization Background</b>
Identify and describe the following: <ul style="list-style-type: none"><li>i. Organizational mission and a brief history</li><li>ii. Specialized services and expertise your organization provides within the PYJ framework to contribute to the service delivery models and that will support the Service Coalition and DYRS, and the Positive Youth Justice (PYJ) framework.</li><li>iii. Target population(s) your organization typically serves</li></ul>

- iv. Location(s) of offices, including any location where services are provided
- v. Large grants that your organization has managed in the past five years (large = \$500,000 or more). Please describe the goals, the scope of work, and how your organization ensured effectiveness in service delivery related to the grant.
- vi. Experience with management of contractors or grantees undertaking a collective project. Provide details around ability to collaborate with and manage the diverse needs and assets of providers to accomplish collective goals.
- vii. How the DYRS Community Programming Initiative aligns with your organization's mission or goals.

**C. Organizational Capacity and Relevant Experience**

Please identify and describe the following:

- i. Successful administration and operation of multi-party programming initiatives. Include capacity to manage and monitor enrollments, youth engagement, available space or program capacity, and the schedule of programs for a multi-party program initiative.
- ii. Successful partnerships with government agencies and/or other youth and family serving organizations in the administration and operation of programs and services to District constituents. Include how you will develop and contribute feedback in your partnership relationship with DYRS and service providers and how you will contribute to the feedback and collective efforts to improve the service delivery models.
- iii. Experience in assessing and implementing capacity building strategies regarding administrative tasks and operations to local organizations and businesses.
- iv. Experience with assessment and delivery of targeted assistance that supports capacity building and administrative improvement for small businesses with the goal of supporting and improving overall business operations and service delivery.
- v. Ability to deliver training and technical assistance to individuals and organizations on operational and administrative functions (e.g., budgeting, invoicing, data collection and reporting, business operations, staffing, etc.).
- vi. Experience with the procurement of consultants or specialized trainings for the advancement of local organizations and/or experience contracting for services for court-involved youth and families.
- vii. Capacity to provide co-located staff at the DYRS Achievement Centers for day-to-day program management of the service models and management of special events and programs that occur at these locations.
- viii. Experience with grant management and ability to use the cost principles outlined above to manage the expenditures and costs associated with payment of the Service Coalition providers, management of flex funds, and procurement of services related to special events, programs, and trainings. Details about the purpose and use of flex funds are presented in Appendix A.
- ix. Experience with budget planning for a multi-party programming and service delivery initiative.
- x. Ability to timely and accurately meet the program reporting requirements, including: monthly financial reports on expenditures and budget impact; monthly reports on youth progress (youth progress data from the Service Coalition programs); monthly report on Service Coalition invoicing and administration strengths and challenges; and reports on flex funds and budget impact as requested, etc.
- xi. Ability to regularly collect and aggregate data from the Service Coalition and monitor the quality and accuracy of data related to the service delivery models. Please also describe how you would address data deficiencies, inconsistencies, or related issues.
- xii. Experience in communicating the work and impact of grant-related programs, or multi-party service delivery initiatives to key community stakeholders, at conferences or other public meetings and events, and through formal publications developed by your organization.

<ul style="list-style-type: none"> <li>xiii. Ability to address transportation needs for youth and families and accommodation of concurrent programming and special events for youth and families (some of which will occur during non-traditional hours) and secure or provide locations for these programs at venues that meet the American with Disabilities Act (ADA) requirements. Demonstration that your place of business or other operating site accommodates ADA requirements.</li> <li>xiv. Experience with and ability to resolve conflicts among service providers or address deficiencies in service provider administrative or operational functions.</li> <li>xv. Experience and capacity to purchase goods or procure services related to service delivery models. This includes the procurement of consultants to provide necessary training, the purchase of supplies, or the contracting of venues for special events or programs, etc. Include whether your organization has a legal team or other in-house person that will handle these contracting functions, and describe their experience and qualifications to do so.</li> <li>xvi. Experience with the planning and execution of special events, trips and programs for court-involved youth and families.</li> </ul>
<p><b>D. Administrative Partner Work Plan</b></p>
<p>Outline plans and describe your organization’s capacity to deliver and execute the following:</p> <ul style="list-style-type: none"> <li>i. A plan to meet the stated goal and objectives of the Community Programming Initiative.</li> <li>ii. The assessment, development, and management of capacity building services for each of the service delivery models.</li> <li>iii. Oversight of the Service Coalition, which includes the convening of regular meetings regarding administration and operation updates for the service delivery models.</li> <li>iv. A plan for financial management of grant funds to include internal processes utilized to review, pay, and reconcile invoices payable monthly to the Service Coalition providers, including the review of source documentation and data relevant to the verification of service delivery and/or expenses. Include how your organization will track the Administrative Partner’s expenditures, pay invoices, ensure timely reporting on a monthly basis to DYRS, and close-out award finances. Also, include how you will estimate projected costs, monitor spending, and ensure alignment of expenditures with the overall budget plans for each of the service delivery models.</li> <li>v. Data management and reporting on positive outcomes for youth and families reached through the service delivery models, as well as a plan to ensure the Service Coalition members systematically track and record opportunities, activities, and outcomes related to service delivery.</li> <li>vi. Security of youth-related data and implementation of record keeping protocols that will protect youth confidentiality pursuant to District and Federal law.</li> <li>vii. Initial and ongoing training and capacity building for Service Coalition providers, focused on strengthening both their organizational management practices and expertise in delivering effective and outcome-oriented services.</li> <li>viii. Analyzing trends pertaining to strengths and challenges of all service providers, including administrative and operational functions. Please explain how you will identify technical assistance or training needs, track technical assistance and training delivery, and monitor the progress of administrative and operational strengths and challenges of service providers.</li> <li>ix. Provide quality assurance and monitoring protocols aimed at ensuring the Service Coalition adheres to Standard Operating Procedures, including timely documentation of youth activities, achievements/outcomes, youth attendance and engagement, invoicing, etc.</li> </ul>
<p><b>E. Staffing Plan</b></p>
<ul style="list-style-type: none"> <li>i. Describe your organization’s proposed staffing plan to conduct the functions and responsibilities of the Administrative Partner described in this RFA.</li> <li>ii. Describe your process to ensure your staff has the adequate qualifications, training, and skills required to effectively manage the functions and responsibilities of the Administrative</li> </ul>

Partner role.

## **F. Budget Narrative**

Provide evidence of an established accounting system with policies and procedures that reasonably ensure internal controls are maintained in managing funds.

In developing the revenue side of the budget, identify any current revenue sources or anticipated sources during the project period sufficient to cover project costs. Revenue categories typically include grants, corporate contributions, donations, special events, program fees or contributions, earned interest, unrelated business income, and in-kind goods and services. The budget may include anticipated revenue only to the extent that the applicant has a reasonable expectation of receipt.

The budget is the total amount of direct and indirect costs estimated to carry out the proposed partnership initiative. Only costs that are allowable, allocable and reasonable to fulfill the initiative may be included in the proposed budget. Unallowable costs are identified in OMB Circular A-122, 2 CRF Part 230, and may not be included in the budget. In addition, certain costs will not be paid with DC funds, such as travel outside the DC metro area, unless otherwise approved by DYRS.

Budget forms and budget narratives are not counted in the page limit. Budget templates will be made available on the DYRS website at <http://dyrs.dc.gov/page/doing-business-dyrs>.

For purposes of the DYRS grant proposal, the budget must include at a minimum the following categories:

1. personnel costs
2. fringe benefits – including payroll taxes, health, disability and life insurance, unemployment compensation taxes, retirement benefits
3. travel – separating out mileage and fares (for personnel)
4. transportation costs for getting youth to and from services (if applicable)
5. communications – including postage, delivery charges, internet service
6. supplies and equipment
7. training\*
8. Service Coalition costs\*
9. summer programming\*
10. youth and family engagement\*
11. other direct costs
12. indirect costs \*

Line items marked with an \* have prescribed monetary limit. The information related to each category prescribed cap is located in Appendix A, and may not be deviated from in the budget or budget narrative.

Organizations may have other or more detailed cost categories in their budgets based on the types of services they provide.

Grantees must maintain accurate documentation for each expenditure and action taken under the grant, including Administrative Partner and Service Coalition costs. In addition, appropriate reviews and approvals must be adhered to according to the Standard Operating Procedures. Grantees are expected to have in place written materials including policies, procedures and position descriptions, and implement practices that clearly identify levels of authority and provide for quality assurance in carrying out the functions of the organization, service provision and grant administration.

### ***Performance Measures***

DYRS will monitor the Administrative Partner and Service Coalition grantees for functions and activities performed under the grant to ensure compliance with applicable Federal and DC requirements, as well as to ensure services and responsibilities outlined and performance goals are achieved. DYRS will monitor progress through oral and written communications, review of information through regular reports and/or specific requests, on-site visits, and formal audits.

For the Administrative Partner, monitoring and oversight will be provided by DYRS. The agency will coordinate the development of tools and mechanisms used to measure the performance of the Administrative Partner, specifically related to the core functions and stakeholder roles outlined in Appendix B.

### ***Application Attachments***

This section shall be used to provide technical material, supporting documentation, and endorsements. Attachments are not counted in the page total. The following items are required:

1. IRS Status Letter – 501 (C)(3) designation or other for profit business designation
2. Certification of Good Standing from DC Office of Tax and Revenue, establishing that all DC tax requirements are current
3. Current Certificate of Incorporation from the DC Department of Consumer and Regulatory Affairs showing that the applicant is in good standing and authorized to conduct business in DC
4. Audited financial statement for most recent fiscal year ending September 30, 2015 or December 31, 2015
5. Names and contact information for the members of the organization’s current Board of Directors
6. Board of Directors’ meeting minutes, signed by the President or Secretary, in which the Board authorized the submission of an application for the DYRS FY17 Competitive Grant Program
7. Rate of indirect costs, or if not established, an explanation of how indirect costs will be calculated on letterhead and signed by the organizations financial officer or president
8. Proposed staffing plan and organizational chart for the partnership
9. Staff resumes
10. Existing or planned job descriptions
11. Letters of support from collaborating organizations or clients (optional)
12. Documentation of proof of matching funds. Either of the following documents will be accepted:  
(a) award letters signed with the award amount and date awarded clearly stated; or (b) donation letters from any private donor documenting the amount donated and the date of the donation (in-kind donation and monetary donations are accepted)
13. Signed Terms and Conditions Form, located in Appendix C
14. Signed Arrest and Conviction Statement, located in Appendix D
15. Signed Statement of Certification, located in Appendix E

### ***Submission***

**Please note: Applications will only be accepted from individuals/organizations that participated in one of the DYRS Pre-Application Technical Assistance Workshops. For more information on the workshops and RSVP requirements, please review details in the application support section on page 18.**

An original and five (5) copies of the application [six (6) packages total] must be submitted in a sealed envelope or package. Applications that are not submitted in a sealed envelope or package will not be accepted. Electronic submissions will not be accepted. **Applications are due no later than 4:00 p.m. on Friday, June 3, 2016.** All applications will be recorded upon receipt. Late applications will not be accepted. Please address application envelope/packages to: Department of Youth Rehabilitation Services, ATTN: Melissa Milchman, 450 H Street NW, Washington, DC 20001.

## *Part IV: Application Review and Scoring*

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### ***Review Panel***

A qualified review panel will conduct a technical review of all applications. The review panel will read and score each applicant's proposal and make recommendations for funding based on the review process. The Director of the DYRS reserves the right to make and approve the final funding and award determinations.

### ***Technical Scoring Criteria***

Applicant proposal submission will be objectively reviewed against the specific scoring criteria listed below:

Purpose Statement	3 points
Organization Background	7 points
Organizational Capacity and Relevant Work Experience	32 points
Administrative Partner Work Plan	45 points
Staffing Plan	6 points
Budget Narrative	7 points

The scoring total is out of a 100-point scale.

### ***Decision on Awards***

The recommendations of the review panel are advisory and not binding on DYRS. Final decisions on funding and awards vests solely with the Director based on assessment of the recommendations of the review panel, pre-award site visit reports, and any other information considered relevant.

Each applicant, whether successful or unsuccessful, will receive notification of the final decision on the application.

## *Part V: Contact Information for Application Support*

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DC Department of Youth Rehabilitation Services Agency Contact:

Name: Melissa Milchman

Email: [melissa.milchman@dc.gov](mailto:melissa.milchman@dc.gov)

Phone 202-299-3996

Mailing address: Melissa Milchman

450 H St. NW

Washington, DC 20001

Applicants are required to attend one of the two time slots offered for the Pre-Application Technical Assistance Workshops to be held from 10:00 a.m. to 12:00 p.m. and 1:00 p.m. to 3:00 p.m. on Monday, May 16, 2016 at the Achievement Center, located at 450 H St. NW Washington, D.C. 20001. Failure to attend the Pre-Application Technical Assistance Workshops will disqualify an application. Registration for the Pre-Application Technical Assistance Workshop is required. Please RSVP to Melissa Milchman by Friday, May 13, 2016 by 5:00 p.m. using the contact information provided above.

Additionally, any questions submitted at the workshops, via phone or email, as well as any related responses will be posted on the DYRS website. **All questions must be received by C.O.B (5pm) May 25, 2016.** Questions and answers will be posted on the DYRS website by May 31. Questions that can be answered by referring to sections of the RFA or that are specific to an applicant may be addressed by sending an email to [melissa.milchman@dc.gov](mailto:melissa.milchman@dc.gov). In the subject line, please write “FY 2017 Grant Application Inquiry”. Oral explanations or instructions given prior to the award of grants will not be binding.

# *Part VI: APPENDICES*

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## ***Appendix A: Budget Narrative***

Applicants must complete a budget narrative and detailed proposal on the Excel document located on DYRS' website. The narrative includes an explanation for each of the budget line items and calculations set out below and must include details regarding how the amounts were determined. Each line item needs a calculation as well as a narrative description for how it is relevant or necessary to the applicant's completion of roles and responsibilities or other proposed functions.

### A. Salaries and Wages

The grant will support salaries and wages for positions that are directly involved with program services or management. Only the level of effort (percent of time or hours per week) spent by staff directly on the program may be charged to the grant as a direct cost. For each budget line include: (1) the position title, (2) the level of effort (e.g., 50% or 20 hours per week), (3) the duration of time that the position will be filled, (4) the base salary or wage rate for the position, and (5) a description of how the position is relevant and necessary for this program. This information must be included in the Excel budget template.

<i>Example</i>	
<u>Management</u>	
Project Director, 50% time for 10 months, with a base salary of \$60,000/year	\$25,000
<u>Enrollment Coordinator</u>	
1 position at 40 hours per week for 52 weeks at \$20/hour	\$41,600

### B. Fringe Benefits

Fringe benefits are extra benefits supplementing an employee's salary (e.g., retirement). This does not include taxes and other required components of an employee's salary. Include one line for fringe benefits as a percentage of the budget for salaries and wages. Indicate the fringe rate percentage used. If for some reason a simple fringe rate cannot be applied, please explain the method used to derive the budget for fringe benefits.

<i>Example</i>	
<u>Fringe benefits</u>	
Total Salaries and Wages	\$66,600
Fringe rate 16%	
Fringe benefits (\$66,600 * .16)	\$10,656

### C. Consultant/Professional Fees

Include all contractual services, consultant fees, and professional fees paid to organizations and individuals directly related to the grant.

<i>Example</i>	
<u>Services to children/parents</u>	
Consultant to provide 5 arts program sessions at a rate of \$500 per session	\$2,500
Contractor to provide 5 workshops at a rate of \$800/workshop	\$4,000
<u>Technical assistance</u>	
Consultant to provide assistance on program planning at a rate of \$25/hour (estimated at 200 hours)	\$5,000

D. Travel and Transportation

Metro or taxi fares or other expenses related to travel should be included in this section. Vehicle leases are considered on a case-by-case basis, but should NOT be included here.

<i>Example</i>	
<u>Field trips/ other youth travel</u>	
Bus rental for field trips	
2 trips per month for 10 months, \$75 per trip	\$1,500

E. Office Equipment

Include all equipment purchases and lease payments. These requests, especially large purchases, will be subject to DYRS approval to ensure consistency with the scope of the grant. Only the portion of equipment purchases directly used to carry out the scope of work of the grant may be included as a direct cost. For example, computers to conduct FAMCare reporting or financial reporting are generally allowable as a direct cost, but computers for a central financial management system are generally not allowable (or only partially allowable) as a direct cost. Similarly, vehicle purchases and other large equipment purchases are rarely allowable as a full direct cost for this grant.

<i>Example</i>	
<u>Computer equipment</u>	
3 computers for enrollment coordinators, \$1,500 per workstation	\$4,500
1 router for enrollment coordinator computer lab network	\$750
<u>Office equipment (non-computer)</u>	
Fax machine for program office	\$125
<u>Furniture</u>	
Desks for youth library, 10 desks at \$250 per desk	\$2,500

F. Supplies

Include all supplies directly used for the programming initiative. **Food and Refreshments may be listed here.**

<i>Example</i>	
<u>Books, media, other learning materials</u>	
Purchase of curriculum, "Youth Entrepreneurship Training"	\$2,100
20 business calculators, \$25 per calculator	\$500

G. Telecommunications

Include telecommunications costs that are directly related to the program.

<i>Example</i>	
<u>Telephone</u>	
Monthly telephone service for staff \$50 per month for 10 months	\$500
<u>Internet access</u>	
Monthly internet access for staff \$125 per month for 10 months	\$1,250

H. Other Direct Costs

Include all other direct cost items in this category. Occupancy (rent, utilities, etc.) is often considered an indirect cost. However, a portion of rent could be considered a direct cost under some circumstances, such as the portion of rent devoted to a student activity center or a parent meeting space. Be sure to explain all items as in the examples above.

I. Indirect Costs

Indirect costs are costs incurred for general organizational objectives or activities that cannot be readily identified within the objectives of the grant. They are often called administrative or overhead costs. The default indirect cost rate is 10%, as established by the federal Office of Management and Budget (OMB). DYRS allows for applicants to submit indirect cost proposals for up to 15% of the total budget for personnel and other direct costs with justification. Any proposal for an indirect cost rate above 10% is subject to negotiation and approval by DYRS. Applicants must show the indirect cost rate justification and calculations used in the proposed budget and budget narrative.

<i>Example</i>	
Personnel Budget	\$500,000
Other Direct Costs Budget	\$100,000
Total Direct Costs	\$600,000
Indirect cost rate of 15%	
Indirect Cost Budget ( $\$600,000 * 0.15$ )	\$90,000

J. Direct vs. Indirect Costs

The following definitions are provided as guidance in determining Direct Costs and Indirect Costs:

- i. Direct costs are defined as costs incurred solely for program services or program administration.
- ii. Indirect costs are costs incurred for general organizational objectives or activities and cannot be readily identified within the objectives of the grant. These include staff time, consultant time, or contractual services for general administration or other non-program activities; costs of occupancy or utilities; staff development or training not directly related to program administration; office supplies, furnishings, or equipment for general organizational use; telephone, postage, copying, internet and other communications costs for general organizational use; or any other costs incurred for general organizational objectives or activities. Indirect costs must not exceed 15% of the total budget for direct costs.

K. DC YouthLink Costs

The Service Coalition will provide services and programs in a multitude of areas, such as ABE/GED instruction, K-12 tutoring, family advocacy and reunification, mental health, and substance abuse education and counseling. Expenditures in these areas will go towards paying each vendor a one-time program start-up fee, funds for hourly service delivery at a rate set by DYRS, and a quarterly youth achievements/outcomes payment based on a combination of administrative reporting requirements and youth achievement of personal goals set in the Success Plan. Additionally, funding for program supplies and equipment or other costs associated with operation of the program or related events and activities are included in this budget line-item. This budget line item is set at \$3,148,514 for FY17 and is already accounted for in the budget template. Applicants should not alter this amount.

L. Achievement Center Costs

The Achievement Center- based providers will deliver services in a multitude of areas that will include: vocational training, fitness and recreation classes, and creative arts classes. Expenditures in these areas will go towards paying each vendor on bi-weekly fee for service basis. Additionally, funding for program supplies and equipment or other costs associated with operation of the program or related events and activities are included in this budget line-

item. This budget line item is set at \$3,664,563 and is already accounted for in the budget template. Applicants should not alter this amount.

M. Flex Funds

The purpose of flexible (flex) funding is to allow for the purchase of services, supports and opportunities that will (a) address the needs documented in the youth's Success Plan; (b) facilitate, promote, and enhance positive youth development and the transition to adulthood; and (c) respond to emergency requests that meet basic needs.

Flex funding is used to purchase or provide for one-time or limited needs. Flex funding purchases are requested when (a) funds are not available or cannot be accessed within DYRS or another public service agency; or (b) funds are not readily available without cost to DYRS in the community; or (c) funds are needed for expedited procurement due to an urgent or emergency situation.

This budget line item is set at \$150,000 for FY17 and is accounted for in the budget template. Applicants should not alter this amount.

N. Service Coalition Training

The Administrative Partner must use funds within their budget to provide a diverse array of applicable trainings and technical assistance opportunities to service providers throughout the year. Applicants should provide initial plans for trainings for the Service Coalition providers through FY17. This budget line item is set at \$35,000 for FY17 and is accounted for in the budget template. Applicants should not alter this amount.

O. Youth and Family Engagement

Youth and family engagement cost are to support a variety of positive and engaging activities for youth and their families that foster relationship development, exposure, enrichment, and experiential learning. This budget line item is set at \$100,000 for FY17 and is accounted for in the budget template. Applicants should not alter this amount.

P. Summer Programming

Summer Programming costs are utilized to support special programming, events and trips that youth and families are offered during summer months, when youth are out-of-school. These costs support a variety of positive and engaging activities for youth and their families that promote exposure, enrichment, and experiential learning. This budget line item is set at \$150,000 for FY17 and is accounted for in the budget template. Applicants should not alter this amount.

**APPENDIX B: Core Functions and Scope of Duties**

<p><b>Core Function I:</b> Establish and maintain a continuum of community-based services tailored to the needs of DYRS youth and families</p> <p>This function is about establishing the service vehicles to appropriately meet the needs of youth and families.</p>		
<p><b>DYRS:</b></p> <ul style="list-style-type: none"> <li>• Issue Requests for Applications (RFAs)_and award grants Provide ongoing monitoring (with the Administrative Partner) of needs of youth and families with the goal of ensuring services, programs and special initiatives are implemented as needed</li> <li>• Identify and articulate the core service offerings and programming areas needed to be provided by the Service Coalition</li> <li>• Ensure the Service Coalition (i.e. the number of programs offered) has structure, contains appropriate services, and ensures adequate youth referrals</li> <li>• Where appropriate, identify gaps in services and request additional resources for the Service Coalition</li> <li>• Provide classroom and activity space for program and services selected for the Achievement Center(s)</li> <li>• Adequately fund the identified services and administrative functions tied to service delivery</li> </ul>	<p><b>ADMINISTRATIVE PARTNER</b></p> <ul style="list-style-type: none"> <li>• Provide feedback to DYRS from the Service Coalition regarding assessment of the needs of youth and families with the goal of ensuring appropriate services and programs and implement special initiatives as needed</li> <li>• Manage the Service Coalition’s administrative requirements (i.e., schedules, trainings, administrative tasks like invoicing and data collection for youth attendance, activities, achievements/outcomes and unusual incident reporting).</li> <li>• Provide co-located operational management services at the Achievement Center(s)</li> <li>• Provide flexibility to contract for services when requested by DYRS for special programs, youth events, or other identified services and programs that meet youth and family needs (Flex funds use and management)</li> <li>• Participate in the assessment, coordination and implementation of services and programs with a focus on program administrative requirements and operational management of the service delivery models</li> <li>• In partnership with DYRS, manage future solicitation for the service coalition providers</li> <li>• In partnership with DYRS, coordinate the signing of continuation contracts with Service Coalition members</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Provide direct services that meet the needs of youth and families and that are designed to achieve specific goals and outcomes relevant to youth success.</li> <li>• Review, sign and comply with all performance and grant agreements</li> <li>• Follow standard operating procedures regarding service delivery</li> </ul>

<p><b>Core Function II:</b> Support case planning, care coordination and ongoing case management</p>		
<p>This function is focused on identifying the needs of youth and their families via assessment and managing the care coordination through appropriate service matches.</p>		
<p><b>DYRS:</b></p> <ul style="list-style-type: none"> <li>• Manage the TDM process (invite the Partner or Service Coalition providers to participate to provide progress or challenge updates for youth)</li> <li>• Determine the course of action/success plan for youth and provide the Administrative Partner with the list of selected services or programs relevant to the Service Coalition and youth referrals</li> <li>• Provide the data entry services for youth enrollments and discharges in FAMCare</li> <li>• Consider all relevant DYRS and other available services while taking into account the number of services provided to each youth</li> <li>• Provide transitional planning for youth returning from out of state placements</li> <li>• Provide transitional planning for youth whose commitments are expiring</li> <li>• Respond to Unusual Incident (UI) Reports submitted by providers</li> <li>• Engage families and community members in the youth treatment decision-making process</li> <li>• Respond to issues/concerns of the Partner or Service Coalition providers regarding youth activities and engagement</li> <li>• Ensure case managers attend TDM and service review meetings</li> <li>• Facilitate the referral of youth and the Service Coalition providers through TDMs</li> <li>• Facilitate Service Care meetings when there are interim issues or unique concerns regarding youth programming that occur outside of the 90-Day TDM reviews</li> </ul>	<p><b>PARTNER</b></p> <ul style="list-style-type: none"> <li>• Communicate program space capacities and specific information regarding programs and services in the Service Coalition to Case Management/SW/Care Coordinators at DYRS</li> <li>• Monitor the Service Coalition providers for compliance with enrollments, youth engagement and administrative reporting</li> <li>• Maintain an enrollment and notification process whereby the Administrative Partner notifies the service provider of new youth being enrolled in a program or service</li> <li>• For youth who have been enrolled in services previously, ensure relevant service providers are included or provide a progress report for TDM meetings</li> <li>• Respond to issues/concerns of DYRS or service providers regarding the referral process, youth engagement and face-to-face time, and related issues</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Motivate and help youth understand the steps necessary to achieve goals</li> <li>• Share youth progress information with DYRS</li> <li>• Submit Unusual Incident Reports as necessary</li> <li>• Effectively engage youth in services that will help them succeed</li> <li>• Report on youth engagement successes and challenges to the Administrative Partner</li> <li>• Provide and update class/program schedules with descriptions of services, location of services and key staff information, such as program seat availability, and share it with the Administrative Partner</li> <li>• Provide support or programming services to post-committed youth as requested by DYRS</li> </ul>

<p><b>Core Function III:</b> Create and maintain data-driven programmatic management practices and processes</p> <p>This function is focused on measuring and evaluating service delivery and program performance, as well as tracking youth engagement, progress, and outcome data.</p>		
<p><b>DYRS</b></p> <ul style="list-style-type: none"> <li>• Regularly collect data to review youth connections, engagement, and achievements/outcomes in the aggregate</li> <li>• Aggregate data to facilitate and manage yearly reports to show overall quality of programming</li> <li>• Conduct monthly site visits (including an introductory meeting) to support and monitor program quality, best practices implementation, improved service delivery and to receive direct feedback from initiative participants including: providers, youth and families</li> <li>• Conduct monitoring and site visits to the Administrative Partner, at least quarterly</li> <li>• Manage FAMCare to ensure appropriate and timely access and to engage in information collection and data sharing with the partners</li> <li>• Update youth files in FAMCare or other agency-designated data collection system</li> <li>• Set expectations for data collection and management and lead the process to update or modify standard operating procedures and expectations accordingly</li> <li>• Make data accessible for program and process improvement</li> <li>• Coordinate program quality monitoring and data analysis</li> <li>• Participate in the creation and modification of clear standard operating procedures and expectations for the Administrative Partner and Service Coalition providers</li> <li>• Facilitate the invoice verification and quarterly achievement/outcome reconciliation</li> </ul>	<p><b>ADMINISTRATIVE PARTNER</b></p> <ul style="list-style-type: none"> <li>• Provide technical assistance to providers that are related to administrative functions, through site visits, regular monitoring and quality assurance checks over the service providers independent of DYRS site visits</li> <li>• Monitor the financial and administrative operations of Service Providers and report back to DYRS on findings</li> <li>• Collect and review youth attendance, engagement, and achievement/outcomes data to ensure youth are connected, engaged, and benefitting from services and report back to DYRS on findings</li> <li>• Hold monthly meetings with the Service Coalition to review the current status and operational strengths and challenges of service provider programs</li> <li>• Collect and report to DYRS on Service Coalition attendance and participation in trainings or technical assistance sessions conducted or organized by the Administrative Partner</li> <li>• Support performance improvement among providers, as identified by DYRS through site visits and performance reviews</li> <li>• Participate in the process to update or modify standard operating procedures and expectations for the Service Coalition</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Monitor and document (in DYRS data management system and paper youth files) individual progress of each youth in your program (aligned with Success Plan) including attendance</li> <li>• Attend trainings and meetings as requested to strengthen organization and programming, including technical assistance sessions identified through site visits</li> <li>• Use data to monitor and adjust programming, practice, and process</li> </ul>

<b>Core Function IV:</b> Promote continuous learning and capacity building		
This function is focused on improvements to the Initiative based on systematic review of and reflection on lessons learned in meeting youth needs.		
<p><b>DYRS</b></p> <ul style="list-style-type: none"> <li>• Research current trends and best practices in the juvenile justice and youth development fields</li> <li>• Provide materials, research and best practice information to Administrative Partner and Service Coalition</li> <li>• Convene opportunities for training and technical assistance related to performance improvement and best practices and emerging research</li> <li>• Establish a collaborative process for developing and delivering training to the Service Coalition</li> <li>• Provide training on DYRS’ philosophical frameworks and grant agreement requirements specific to working with DYRS and youth</li> <li>• Monitor grant agreement compliance and provide technical assistance regarding performance and service delivery</li> <li>• Coordinate leadership meetings that engage agency leadership and all stakeholders in regular feedback and communication conversations about the strengths and challenges of the service delivery models</li> </ul>	<p><b>ADMINISTRATIVE PARTNER</b></p> <ul style="list-style-type: none"> <li>• Research current trends in organizational, administrative, and financial capacity building</li> <li>• Identify needs and challenges of the Service Coalition and deliver targeted training and technical assistance</li> <li>• Provide general technical assistance and training related to organizational capacity, administrative services and other supports related to effective programming and services to the Service Coalition</li> <li>• Participate in meetings regarding development and delivering of trainings to the Service Coalition</li> <li>• Contribute to and provide feedback on best practice implementation for service delivery or performance improvement strategies and tools</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Participate in trainings and meetings as requested or required</li> <li>• Implement best practices regarding service delivery or performance improvement strategies and tools</li> <li>• Track and share capacity needs, strengths and challenges with Partner and DYRS</li> </ul>

**Core Function V: Ensure Fiscal and Financial Stewardship**

This function focuses on the allocation, management and monitoring of resources.

<b>DYRS</b>	<b>ADMINISTRATIVE PARTNER</b>	<b>SERVICE COALITION</b>
<ul style="list-style-type: none"> <li>• Regularly monitor finances and report on the progress of grant-funding spent, paid out, pending etc.</li> <li>• Develop overall budget to reflect programmatic priorities and monitor expenditure data received from Administrative Partner</li> <li>• Set broad spending priorities across service areas</li> <li>• Provide overall financial oversight responsibility</li> <li>• Approve expenditures prior to payment (e.g., flex funds)</li> <li>• Take appropriate steps to recover funds when necessary in accordance with standard operating procedures</li> <li>• Periodically review fiscal policies and procedures</li> <li>• Approve the overall Partner and Service Coalition budgets</li> <li>• Ensure transfer of funds to the Administrative Partner, as required</li> <li>• Provide oversight and validation of the payment structure</li> <li>• Provide monitoring and oversight for Service Coalition providers and Administrative Partner programmatic, financial, and administrative requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Work with DYRS Program Managers to create, update, and monitor overall budget</li> <li>• Provide support to DYRS in future budget planning</li> <li>• Provide financial reporting guidelines, create a schedule of funds disbursements, and provide templates and tools to assist Service Coalition providers in the invoicing and payment process</li> <li>• Review Service Coalition invoices, expenditures, and source documentation (includes cross-checking of Service Coalition provider invoices with attendance records in FAMCare) to determine sufficiency of submissions</li> <li>• Manage the payment process to the Service Coalition, provide recommendations as to whether expenditures reflect overall funding priorities and budgetary guidelines, and submit financial audit information to DYRS monthly</li> <li>• Monitor resources provided to and track overall expenditures of the Service Coalition</li> <li>• Draft and execute contracts with consultants as agreed to by DYRS that are in support of or complimentary to the programming Model</li> <li>• Provide DYRS with reports on Administrative Partner or Service Coalition financial spending as requested</li> <li>• Issue disbursement checks to the providers and contractors (after gaining approval from DYRS)</li> <li>• Provide technical assistance and training related to financial and administrative capacity for providers</li> <li>• Provide DYRS with monthly report on funds and work with DYRS to create, update and monitor overall programming budgets</li> <li>• Inform improvements to the payment process and overall financing of the Community Program Initiative Make adjustments to spending as needed</li> <li>• Develop program budgets for providers as needed/requested</li> <li>• With consent from DYRS, re-allocate any unearned or unutilized funds within the objectives of the grant</li> </ul>	<ul style="list-style-type: none"> <li>• Cross check invoicing and sign-in sheets in FAMCare prior to submission</li> <li>• Submit all invoices accurately and on time to the Administrative Partner and DYRS</li> <li>• Inform improvements to the payment process and overall financing of the Community Program Initiative</li> <li>• Make adjustments to spending as needed</li> <li>• Reimburse Administrative Partner for all unearned funds annually at the end of each fiscal year</li> </ul>

<p><b>Core Function VI: Support communication and Advocacy</b></p> <p>This function is focused on contributing to the broader conversation both locally and nationally regarding court-involved youth and juvenile justice reform. It also includes communicating the success of the Community Programming Initiative and educating potential partners on the efforts, available resources, and impact of the Initiative on court-involved youth and their families.</p>		
<p><b>DYRS</b></p> <ul style="list-style-type: none"> <li>• Communicate about the Initiative and promising/best practices to other agencies, DC government officials, communities, potential Service Coalition providers, youth, families, staff, the media, juvenile justice advocates and other established or potential partners</li> <li>• Identify and target key stakeholders/audiences to inform and educate them about the Initiative</li> <li>• Discuss lessons learned regarding Juvenile Justice Reform, PYJ, PYD, capacity building, community engagement, public safety, best practices and services and programming</li> <li>• Prepare/provide testimony for the DC Executive Office of the Mayor (EOM), the Deputy Mayors and City Council</li> <li>• Prepare and disseminate messages about the Model’s processes, purpose and success to the media (including broadcast, print and online) and at conferences and meetings</li> <li>• Publicize solicitations such as those for the Service Coalition providers and Administrative Partner</li> </ul>	<p><b>ADMINISTRATIVE PARTNER</b></p> <ul style="list-style-type: none"> <li>• Communicate/articulate lessons learned regarding youth development, best practices, capacity building and programming to other agencies, DC government officials, communities, potential Service Coalition providers, youth, families, staff, juvenile justice advocates and other established or potential partners</li> <li>• Target communications to the DC community and key stakeholders, such as Advisory Neighborhood Commissions, businesses and faith-based organizations</li> <li>• In collaboration with DYRS, prepare/provide testimony for DC EOM and City Council</li> <li>• Collaborate with DYRS to prepare and disseminate messages about the Initiative’s processes, purpose and success to the media (including broadcast, print and online) and at conferences and meetings</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Inform/articulate lessons learned regarding youth success, service delivery, programming and community engagement and involvement</li> <li>• Target communications to the DC community and key stakeholders, such as Advisory Neighborhood Commissions, businesses and faith-based organizations</li> <li>• In collaboration and cooperation with DYRS, prepare/provide testimony for DC EOM and City Council</li> <li>• Identify and prepare youth to testify or speak before the City Council and at conferences</li> </ul>

<b>Core Function VII:</b> Ensure risk management		
This function establishes the duties and liabilities of each party in regards to regulatory requirements, and it addresses requirements for the inherent risks and challenges assumed when working with court-involved youth and/or a government agency. It also focuses on outlining basic contractual requirements and establishing accountability for responding to youth emergencies or conflicts among partners.		
<p><b>DYRS:</b></p> <ul style="list-style-type: none"> <li>• Intervene in program design or implementation in order to protect the safety and wellbeing of DYRS youth, families, staff and/or community members</li> <li>• Monitor the service delivery models for legal sufficiency related to youth, family and staff protections, as well as quality assurance and service delivery models integrity/fidelity</li> <li>• Maintain ultimate accountability for all of its public funding</li> <li>• Ensure Administrative Partner and service provider adherence to grant-related contracts</li> <li>• Ensure the safety and security of DYRS youth</li> <li>• Ensure confidentiality of DYRS youth records</li> <li>• Address grievances among the partner and providers, according to Federal and District laws and regulations</li> <li>• Cooperate with all audits, investigations, and formal inquiries related to the Initiative</li> </ul>	<p><b>ADMINISTRATIVE PARTNER</b></p> <ul style="list-style-type: none"> <li>• Ensure adherence to grant-related contracts</li> <li>• Monitor the Initiative for legal sufficiency (i.e., all items associated with reducing risk and liability; ensure appropriate coverage and protections) related to administrative tasks and youth records</li> <li>• Ensure confidentiality of DYRS youth records per the access level granted in the case management data system FAMCare</li> <li>• Ensure all staff have secured appropriate background clearances</li> <li>• Report incidents that present a risk of harm to youth or others</li> <li>• Collaborate with DYRS to ensure the safety and security of DYRS youth</li> <li>• Document and manage conflict resolution/grievance process between Service Coalition providers</li> <li>• Ensure confidentiality of DYRS youth records according to Federal and District laws and regulations</li> <li>• In partnership with DYRS, cooperate with all audits, investigations, and formal inquiries related to the Initiative</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Adhere to all grant-related and contract obligations</li> <li>• Demonstrate legal sufficiency related to youth, family and staff protections as outlined in grant agreements</li> <li>• Be responsive to quality assurance measures around data and service delivery models integrity/fidelity</li> <li>• Report incidents that present a risk of harm to youth or others</li> <li>• Ensure confidentiality of DYRS youth records, according to Federal and District laws and regulations</li> <li>• Ensure all staff have secured appropriate background clearances</li> <li>• In partnership with DYRS, cooperate with all audits, investigations, and formal inquiries related to the Initiative</li> </ul>

<b>Core Function VIII:</b> Measure overall impact		
This function focuses on determining the impact of the Initiative on positive youth development and public safety.		
<p><b>DYRS</b></p> <ul style="list-style-type: none"> <li>• Determine the need, expectations, and timing of an external evaluation of the Community Programming Initiative</li> <li>• Define framework and variables to be assessed</li> <li>• Validate and evaluate goals and outcomes</li> <li>• Collect and manage data</li> <li>• Assess the fiscal impact of the Initiative</li> </ul>	<p><b>PARTNER</b></p> <ul style="list-style-type: none"> <li>• Participate in establishing of framework and variables for evaluation</li> <li>• Assist in assessing the fiscal impact of the Initiative</li> <li>• Collect and manage data</li> </ul>	<p><b>SERVICE COALITION</b></p> <ul style="list-style-type: none"> <li>• Inform the framework and variables to be measured</li> <li>• Collect and manage data</li> <li>• Develop goals for the program and goals for youth</li> </ul>

**Appendix C: Terms and Conditions Form**

The applicant understands and agrees to the following terms and conditions:

1. Funding for this award is contingent on continued funding from the grantor. The RFA does not commit the Agency to make an award.
2. The Agency reserves the right to accept or deny any or all applications if the Agency determines it is in the best interest of the Agency to do so. The Agency shall notify the applicant if it rejects that applicant’s proposal. The Agency may suspend or terminate an outstanding RFA pursuant to its own grantmaking rule(s) or any applicable federal regulation or requirement.
3. The Agency reserves the right to issue addenda and/or amendments subsequent to the issuance of the RFA, or to rescind the RFA.
4. The Agency shall not be liable for any costs incurred in the preparation of applications in response to the RFA. Applicant agrees that all costs incurred in developing the application are the applicant’s sole responsibility.
5. The Agency may conduct pre-award on-site visits to verify information submitted in the application and to determine if the applicant’s facilities are appropriate for the services intended.
6. The Agency may enter into negotiations with an applicant and adopt a firm funding amount or other revision of the applicant’s proposal that may result from negotiations.
7. The Agency shall provide the citations to the statute and implementing regulations that authorize the grant or subgrant; all applicable federal and District regulations, such as OMB Circulars A-102, A-133, payment provisions identifying how the grantee will be paid for performing under the award; reporting requirements, including programmatic, financial and any special reports required by the granting Agency; and compliance conditions that must be met by the grantee.
8. If there are any conflicts between the terms and conditions of the RFA and any applicable federal or local law or regulation, or any ambiguity related thereto, then the provisions of the applicable law or regulation shall control and it shall be the responsibility of the applicant to ensure compliance.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	PRINTED NAME AND TITLE OF AUTHORIZED OFFICIAL
APPLICANT ORGANIZATION	DATE SUBMITTED

**Appendix D: ARREST AND CONVICTION STATEMENT**

As the duly authorized officer of \_\_\_\_\_, with an address of \_\_\_\_\_, an applicant for the DYRS Community Program Initiative Grant Competition, I hereby swear and attest as follows, under the penalty of perjury:

1) That the Applicant has conducted reasonable due diligence to answer this form correctly

AND

2) That on the basis of this due diligence the Applicant, its officers, partners, principals, members, associates or key employees, within the last three (3) years prior to the dates of the grant application, have NOT been

- Indicted, charged (if still pending) or convicted of (i) any crime or offence arising directly or indirectly from the conduct of the applicant’s organization or (ii) any crime or offense involving financial misconduct or fraud,

AND

- The subject of legal proceedings arising directly from the provision of the services by the Applicant.

\_\_\_\_If the Applicant cannot affirm this statement, the Applicant must check this box and attach to this Statement of Certification a full description of any such indictments, charges, convictions, or legal proceedings (and the status of disposition thereof) and surrounding circumstances in writing together with supporting documentation of the circumstances.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	PRINTED NAME AND TITLE OF AUTHORIZED OFFICIAL
APPLICANT ORGANIZATION	DATE SUBMITTED

## **Appendix E: STATEMENT OF CERTIFICATION**

As the duly authorized officer of \_\_\_\_\_, with an address of \_\_\_\_\_, an applicant for the DYRS Community Program Initiative Grant Competition, I hereby swear and attest as follows, under the penalty of perjury

1) That the following individual(s) are authorized to negotiate with DYRS on behalf of the Applicant:

Name: Click here to enter text.

Title: Click here to enter text.

Address: Click here to enter text.

Click here to enter text.

Phone: Click here to enter text.

Email: Click here to enter text.

- 2) Applicant has, and will continue to have if the Applicant is awarded the grant, adequate staff and resources to maintain adequate files and records and can and will meet all reporting requirements;
- 3) Applicant keeps, and will continue to keep if the Applicant is awarded the grant, all of Applicant's fiscal records in accordance with Generally Accepted Accounting Principles (GAAP) and account for all funds, tangible assets, revenue, and expenditures whatsoever; that all fiscal records are and will continue to be accurate, complete and current at all times; and that these records will be made available for audit and inspection as required;
- 4) Applicant is, and will continue to be if the Applicant is awarded the grant, current on payment of all federal and District taxes, including Unemployment Insurance taxes and Workers' Compensation premiums. This statement of certification

shall be accompanied by a certificate from the District of Columbia OTR stating that the entity has complied with the filing requirements of District of Columbia tax laws and has paid taxes due to the District of Columbia, or is in compliance with any payment agreement with OTR;

- 5) Applicant has, and will continue to have if the Applicant is awarded the grant, the demonstrated administrative and financial capability to provide and manage the proposed services and ensure an adequate administrative, performance and audit trail;
- 6) Applicant is able to secure a bond, in an amount not less than the total amount of the funds awarded, against losses of money and other property caused by fraudulent or dishonest act committed by any employee, board member, officer, partner, shareholder, or trainee;
- 7) Applicant is not proposed for debarment or presently debarred, suspended, or declared ineligible, as required by Executive Order 12549, "Debarment and Suspension," and implemented by 2 CFR 180, for prospective participants in primary covered transactions and is not proposed for debarment or presently debarred as a result of any actions by the District of Columbia Contract Appeals Board, the Office of Contracting and Procurement, or any other District contract regulating Agency;
- 8) Applicant has, and will continue to have if the Applicant is awarded the grant, the financial resources and technical expertise necessary for the production, construction, equipment and facilities adequate to perform the grant or subgrant, or the ability to obtain them;
- 9) Applicant has, and will continue to have if the Applicant is awarded the grant, the ability to comply with the required or proposed delivery or performance schedule, taking into consideration all existing and reasonably expected commercial and governmental business commitments;

- 10) Applicant has a satisfactory record performing similar activities as detailed in the award or, if the grant award is intended to encourage the development and support of organizations without significant previous experience, that the applicant has otherwise established that it has the skills and resources necessary to perform the grant;
- 11) Applicant has a satisfactory record of integrity and business ethics;
- 12) Applicant has, and will continue to have if the Applicant is awarded the grant, the necessary organization, experience, accounting and operational controls, and technical skills to implement the grant, or the ability to obtain them;
- 13) Applicant is, and will continue to be if the Applicant is awarded the grant, in compliance with the applicable District licensing and tax laws and regulations;
- 14) Applicant complies, and will continue to comply if the Applicant is awarded the grant, with provisions of the Drug-Free Workplace Act;
- 15) Applicant complies, and will continue to comply if the Applicant is awarded the grant, with all applicable federal and District regulations, such as OMB Circulars A-102, A-133, , that govern the application, acceptance and use of these funds;
- 16) Applicant meets all other qualifications and eligibility criteria necessary to receive an award under applicable laws and regulations;
- 17) Applicant, if awarded the grant, agrees on behalf of itself and its officers, partners, principals, members, associates, employees and agents, to indemnify, defend and hold harmless the Government of the District of Columbia and its authorized officers, employees, agents and volunteers from any and all claims, actions, losses, damages, and/or liability arising out of this grant or subgrant from any cause whatsoever, including the acts, errors or omissions of any person and

for any costs or expenses incurred by the District on account of any claim therefore, except where such indemnification is prohibited by law;

18) Applicant further represents and warrants the following to the District:

- i) The grant requested with this RFA has been developed and provided independently and without consultation, communication, or other interaction with any other competitor for the purpose of restricting competition related to this solicitation or otherwise influence the awarding of this grant;
- ii) No person or entity employed by the District, member of the panel reviewing responses submitted to the RFA, or otherwise involved in preparing this response to the RFA on behalf of the District:
  - Has provided any information to the Applicant that was not also available to all entities responding to the RFA;
  - Is affiliated with or employed by the Applicant or has any financial interest in the Applicant;
  - Has provided any assistance to the Applicant in responding to the RFA; or
  - Will benefit financially if the Applicant is awarded a grant on the basis on the response to the RFA; and
- iii) Applicant has not offered or given to any District officer or employee any gratuity or anything of value intended to obtain favorable treatment under the RFA or any other solicitation or other contract, and the Applicant has not taken any action to induce any District officer or employee to violate the rules of ethics governing the District and its employees. Applicant has not and shall not offer, give or agree to give anything of value either to the District or any of its employees, agents, job shoppers, consultants, managers, or other person or firm representing the District, or to a member of the immediate family (that is a spouse, child, parent, or sibling) of any of the foregoing. Any such conduct shall be deemed a violation of this RFA.

As used herein, “anything of value” shall not include work or services rendered pursuant to any other valid District contract, but shall include, but not be limited to:

- Any favors, such as meals, entertainment, transportation (other than that contemplated by this solicitation, if any or by any other contract with the District); and
- Any gift, gratuity, money, goods, equipment, services, lodging, discounts not available to the general public, offers or promises of employment, loans or the cancellation thereof, preferential treatment or business opportunity; and

iv) Applicant shall not, with respect to District personnel who are personally and substantially involved in any aspect of this RFA:

- Make an offer of employment;
- Conduct any negotiations for employment; or
- Employ or enter into contracts of any sort; and

19) Applicant acknowledges and agrees to report to the District directly and without undue delay any information concerning conduct which may involve:

- i) Corruption, criminal activity, conflict of interest, gross mismanagement or abuse of authority; or
- ii) Any solicitation of money, goods, requests for future employment or benefit of thing of value, by or on behalf of
  - Any government employee, government officer or public official;
  - Any employee, officer, agent, contractor or subcontractor of the Applicant; or
  - Any other person

for any purpose which may be related to the DYRS grant competition by the Applicant or which may affect performance in response to the RFA in any way.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL	PRINTED NAME AND TITLE OF AUTHORIZED OFFICIAL
APPLICANT ORGANIZATION	DATE SUBMITTED