



**The Credible Messenger Initiative
Request for Proposals**

Release Date: May 1, 2017

Pre- Application Technical Assistance Workshops:

Wednesday, May 10

Wednesday, May 17

Deadline for Notice of Intent to Apply: May 26, 2017

Deadline to Submit Applications: June 9, 2017

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I. Executive Summary

A. Purpose

The purpose of this Request for Proposals is to announce funding availability to provide services for DYRS' Credible Messenger Initiative. Through this RFP, DYRS will select up to 6 organizations to provide transformative mentoring and family engagement services to DYRS youth and families in FY 2018 (October 1, 2017 to September 30, 2018).

II. Background

A. The Department of Youth Rehabilitation Services

The Department of Youth Rehabilitation Services (DYRS) is responsible for the supervision, custody, and care of young people in the District who are either: 1) **Detained** in a DYRS facility while awaiting adjudication; or 2) **Committed** to DYRS by a DC Family Court judge following adjudication. The agency provides comprehensive support services to youth who have been committed to its care, both in secure facilities and within the community.

DYRS' mission is to give justice-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 is 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.

In pursuit of the Agency's mission and vision, DYRS strives to ensure youth success in all aspects of DYRS culture—from staff training, to youth programs, to the agency's accountability mechanisms. Each of these components of the Agency's work is infused with the principles of Positive Youth Development (PYD) and Positive Youth Justice (PYJ). 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 principles of PYJ and PYD are grounded in the philosophy that youth are assets and resources to the community, and that with the right programs, opportunities, supports, and services youth can develop to their full potential.

DYRS implements PYJ principles by coordinating unique and individualized programming and services for committed youth through a process called Team Decision Making (TDM).¹ Youth are connected to programs and services like the Credible Messenger Initiative through the TDM process.

¹ In a Team Decision Making (TDM) meeting, the youth, his/her parents or caregivers, and a DYRS Care Coordinator come together to create a plan for each youth called a Success Plan. The meeting is a sharing of all information which relates to the youth, including but not limited to: education, safety, functioning of the family, strengths, challenges, youth goals, and/or treatment needs. 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 around programming and services for a young person.

B. The DYRS Approach: The Answer is in the Community

An essential part of DYRS' effort to implement supports and resources for justice-involved youth includes building and deepening community engagement and investing in community. While DYRS is dedicated to providing youth with the best possible services during their commitment, DYRS is also aware that a young person's time with the agency represents only a brief period of their lives. Young people's families, peers, neighbors, and local neighborhood institutions represent a far greater and sustainable resource that predates and will outlive a young person's time with DYRS. Therefore, DYRS makes strategic investments in local organizations serving the neighborhoods where youth and their families reside.

Research shows that investments in community-based services are one of the most effective and cost-conscious ways of protecting public safety and helping youth succeed.² Using this research as a guide, DYRS' has committed resources to community-based services and supports for youth. While DYRS has prioritized positive youth engagement within their own communities, recidivism rates have either stayed constant or declined. Just as the research suggests, DYRS believes that community supports and services for youth play an important role in public safety and positive outcomes for youth. Keeping with this tradition, initiatives like Credible Messenger provide youth opportunities to be engaged in developmentally appropriate activities as opposed to opportunities that might deepen involvement in the justice system. A robust network of community-based supports also allows DYRS to place more youth at home, thus limiting the negative impacts of out-of-home placements for individual youth³ and the destabilizing effect of removing youth from their social networks.⁴ Minimizing both of these effects will result in stronger, safer communities in the long term.

In furtherance of DYRS' commitment to build safer, stronger communities and with the belief that *"the answer is in the community,"* the Credible Messenger Initiative also represents DYRS' directed effort to build community capacity. By partnering with local organizations and individuals who live, work, and grow in the same neighborhoods as our youth, DYRS better equips local neighborhoods to serve and support youth and families where they reside.

III. The Credible Messenger Initiative

The Credible Messenger Initiative is a programming initiative connecting community members who share similar lived experiences with the youth and families served by DYRS. Credible Messengers are neighborhood leaders, experienced youth advocates and individuals with relevant life experiences who serve in a variety of capacities to coach, guide, mentor, and advocate for youth and families in both group and individual settings.

² Mendel, Richard (2011). *No Place for Kids: The Case for Reducing Juvenile Incarceration*. Baltimore, MD: Annie E. Case Foundation, located at www.aecf.org/OurWork/JuvenileJustice/~/_media/Pubs/Topics/Juvenile%20Justice/Detention%20Reform/NoPlaceForKids/JJ_NoPlaceForKids_Full.pdf.

³ National Research Council, *Reforming Juvenile Justice: A Developmental Approach* (Washington, DC: National Research Council, 2013). www.nap.edu/catalog/14685/reforming-juvenile-justice-a-developmental-approach and *Trauma Systems Therapy Training for DYRS*, Day 1, April 27, 2016, Facilitated by Susan Hansen, PhD, LCSW-R, RPT-S.

⁴ Todd Clear and others, "Coercive Mobility and Crime: A Preliminary Examination of Concentrated Incarceration and Social Disorganization," *Justice Quarterly*, v20 (1), March 2003. www.researchgate.net/profile/Elin_Waring/publication/240525064_Coercive_mobility_and_crime_A_preliminary_examination_of_concentrated_incarceration_and_social_disorganization/links/548fd64e0cf2d1800d862b4e.pdf

A. Goals and Objectives for the Credible Messenger Initiative

All of DYRS' community-based programs strive to serve as a bridge between youth, families, and the community through outreach, engagement and other supportive services. Accordingly, DYRS implements community-based services with the following three goals in mind:

1. Connect youth to services, supports, and resources that help them reach their goals and developmental milestones;
2. Engage youth in positive, developmentally appropriate, and structured activities that complement and enhance DYRS' approach for the care and supervision of young people to enhance public safety; and
3. Invest directly in local organizational and human resources that are accessible and dedicated to strengthening young people and their families to create safer and stronger communities in the long-term.

In furtherance of these goals, the Credible Messenger Initiative provides the following contributions to DYRS community-based services goals:

- Connects young people to caring adults and resources in their home communities;
- Engages families and communities in efforts to support DYRS youth; and
- Invests in neighborhood-based resources where DYRS youth and families live.

B. Credible Messenger Program Model Overview

a. Program Framework: Restorative Justice

While Restorative Justice is typically used as an alternative to involvement in the justice system, Restorative Justice approaches to resolve conflict and build peace help youth give back to their communities and build stronger neighborhoods regardless of justice system involvement. Community conferencing, peace building and healing circles are specific practices that can be employed to further strengthen communities and are among strategies that have been shown to improve public safety.⁵ DYRS has incorporated restorative circle practice for committed youth in both the facilities and in the community to also reduce the chances that a youth faces further consequences within the justice system. Consistent with PYJ, the Credible Messenger Initiative implements Restorative Justice practices that enable youth to learn important skills in conflict resolution that empower them to be leaders in their communities. These skills include self-reflection, being respectful of others, and reducing future conflict. Restorative practices assist youth in building empathy and understanding how harm affects themselves and others.

b. Program Focus: Neighborhood-Based Programming

Reaffirming that *the answer is in the community*, DYRS seeks to intentionally focus on selecting partners for this initiative that are rooted in the neighborhoods where young people, families, and Credible Messengers call home. Thus, DYRS is seeking to partner with local organizations that demonstrate a history of service delivery or immersion in the neighborhoods where our youth and families reside.

⁵ National Institute for Justice; Office of Justice Programs, "Promising Practices in Restorative Justice: Victim Offender Mediation," December 2007. www.ojp.usdoj.gov/nij/topics/courts/restorative-justice/promising-practices/victim-offender-mediation.htm

Through this initiative, mentoring services, family support programming, and other programs consistent with the goals and objectives of the Credible Messenger Initiative will be offered in neighborhood locations, reducing the need for youth and families travel to receive services.

c. Target Population

The DYRS Credible Messenger Initiative serves two distinct, but related, populations:

- **Youth:** Young people committed to DYRS custody, including youth on community supervision and youth transitioning from a secure placement back to their home.
- **Family Members:** parents/caregivers of youth committed to DYRS custody, including the caregivers of youth on community supervision, and family members of youth in placement.

d. Program Components: Mentoring and Family Engagement

Transformative Mentoring: The central component of this initiative focuses on Transformative Mentoring. Critically, DYRS seeks to partner with unique individuals who, by virtue of shared lived experiences, can relate to and build trusting relationships with committed youth. Credible Messenger mentors are required to facilitate both group and one-on-one mentoring sessions, and serve as partners to DYRS Care Coordinators and other agency staff to track youth progress and maximize youth engagement.

Family Engagement: DYRS also seeks to partner with individuals who can serve as Family Engagement Specialists. Family Engagement Specialists are Credible Messengers to DYRS parents by virtue of shared lived experiences, such as navigating the juvenile justice system with their own children. Family Engagement Specialists provide one-on-one support to family members. In addition, Family Engagement efforts include facilitating supportive group programming aimed at building community among the families of system-involved youth, as well as connecting families to other local resources and supports. Family Engagement Specialists will also interface with DYRS Care Coordinators and other agency staff to track and maximize family engagement.

IV. Program Component Details

A. Transformative Mentoring

The DYRS Transformative Mentoring approach is based on mentoring programs originally developed by the Mentoring Center in Oakland, California⁶, and in New York City by the Department of Probation⁷. Transformative Mentoring is primarily a group-based process that brings together DYRS youth and adult mentors in a community setting, using a structured curriculum through which mentors guide youth through the transformation of thoughts, attitudes, and behaviors.

Transformative Mentoring is designed with the assumption that participant attendance will likely be irregular at first, and that some participants may continue to display negative attitudes and behaviors during the initial phases of engagement. There should be no expulsion or rejection of participants who engage in negative behavior. Instead, a Restorative Justice approach that balances community accountability and support should be employed to continually engage young people who are struggling to adhere to expectations established through justice system-involvement. Recognizing that sustained engagement takes time, DYRS will not penalize providers for youth

⁶ Wolf, A. M., Del Prado Lippman, A., Glesmann, C., & Castro, E. (2015). Process evaluation for the Office of Neighborhood Safety. Oakland, CA: National Council on Crime and Delinquency. Retrieved from http://www.nccglobal.org/sites/default/files/publication_pdf/ons-process-evaluation.pdf.

⁷ New York City Department of Probation (2011). Arches: A Transformative Mentoring Intervention Project approach, retrieved from http://www.nyc.gov/html/prob/downloads/pdf/arches_project_approach_october_05_2011.pdf.

whose attendance is irregular. However, it is expected that providers collaborate with DYRS to regularly participate in outreach and re-engage participants with attendance lapses.

All Credible Messenger mentors shall be trained to deliver Transformative Mentoring programming. Trainings include, but are not limited to, cognitive behavioral principles and motivational interviewing, and are designed to enhance each mentor's ability to facilitate mentoring groups and work in one-on-one settings with youth. These group and on-on-one interactions are implemented as follows:

- **Mentoring Groups:** a curriculum-based, weekly activity that follows a structured curriculum and incorporates Restorative Justice principles and circle-practice to build a safe space for youth engagement. Providers are expected to serve a hot, healthy meal at every group meeting to encourage youth and mentors to eat together in a family-style setting that encourages relationship building; and
- **One-on-one Mentoring:** regular and intensive support, advice, guidance and crisis response provided on a one-on-one basis. This includes assisting youth with enrollment and attendance in other programs and services, attending Team Decision Making (TDM) meetings, and being available by phone or in-person for regular and crisis support.

Curriculum

In each Transformative Mentoring group, a team of Credible Messenger mentors facilitates a curriculum-based lesson or activity. The curriculum is based on seven pillars/themes that make up the DYRS-developed Covenant of Peace:

- My Life Matters
- The Act of Forgiveness
- My Word is My Bond
- My Family is My All
- The Impact of Absence
- The Power of the Tongue
- What Does Love Look Like

Group sessions can cover a curriculum module or provide youth with opportunities for engagement in a community service project or educational experience.

DYRS provides a starter-kit of group modules for the Transformative Mentoring groups within the enumerated pillars/themes. Each group module includes elements of effective group practice and guides mentors on facilitating youth reflection on their own actions, attitudes, and beliefs. However, the DYRS Transformative Mentoring approach also encourages Credible Messenger mentors to submit their own group workshops that align with the pillars/themes for inclusion in the curriculum. Whenever a new workshop is submitted, a DYRS program manager reviews the lesson plans submitted and provides feedback and support for any submissions that require further development. In addition, DYRS keeps a master archive of all workshops and activities planned or completed. Providers are given access to the archive and must agree to share any newly submitted workshops and activities that meet the standards of inclusion in the archive database.

Experiential Learning (Learning/Doing)

In addition to the structured curriculum, Transformative Mentoring can include experiential learning, leadership development, career exploration, or educational support activities. Examples of such activities include:

- **Career Networking and Workforce Development:** Credible Messengers are encouraged to engage youth in this area by connecting youth to local workforce development and job-training supports and by connecting them relationally to individuals who are successful in careers in which they have an interest.
- **Entrepreneurship Support:** DYRS supports exposure to entrepreneurial projects and connection of youth and families to entrepreneurial opportunities.
- **Built-In Peer Mentoring Opportunities:** DYRS also encourages providers to build in opportunities for DYRS youth served by the initiative to move into entry-level positions as part-time peer mentors as the initiative progresses.
- **Community Service:** DYRS encourages providers to partner with local stakeholders and non-profits to participate in community service projects and activities in the neighborhoods where the youth reside.
- **Educational Support:** DYRS values the support mentors can provide in coordinating with neighborhood schools that youth attend. In addition, DYRS encourages providers to expose youth to post-secondary educational opportunities, such as college tours or vocational programming.

All DYRS youth will be eligible for participation in Transformative Mentoring programming. This includes youth currently in secure placement that may begin to participate in facility-based mentoring with Credible Messenger mentors prior to their release from placement, where the mentor will work with the young person to prepare them for return to the community.

The anticipated enrollment period for each participant is 6-12 months, and the length of participation is based on progress and outcomes. Moreover, while every effort will be made to begin groups with a cohort of young people, participants are admitted to the program on an on-going/rolling basis.

B. Family Engagement Specialists

Family Engagement Specialists serve as Credible Messengers for family members of committed youth. These specialists serve as Credible Messengers to the family members of DYRS youth because they have experience navigating the juvenile justice system on behalf of their own children or experience with similar challenges in raising adolescents. Through the Credible Messenger Initiative, family members and caregivers of DYRS-committed youth are connected to a Family Engagement Specialist whose primary role is to engage parents/caregivers as a means of supporting the entire family.

Family Engagement Specialists support family members in navigating various elements of the systems in which their children are involved. This is not merely limited to engagement with DYRS, but includes the court system, the school system, the mental health system, the social service system, and other systems that the families of system-involved youth frequently must navigate.

As part of their navigation supports, Family Engagement Specialists collaborate with DYRS Care Coordinators to help family members engage more meaningfully with DYRS, accompanying

parents/caregivers to Team Decision Making Meetings, and helping family members give greater input into their child's Success Plan⁸.

In addition, Family Engagement Specialists also help family members engage more meaningfully with informal supports in their home communities, including faith-based organizations, neighborhood associations, employment networks, and other networks of community support from which parents/caregivers can feel isolated from when their child is involved in the juvenile justice system.

Family Engagement Specialists must also be available on weekends and evenings to support parents/caregivers via telephone or in person when they are faced with crisis situations involving their children.

Specific family engagement efforts under the Credible Messenger Initiative include:

- **Support Groups:** Family Engagement Specialists facilitate support groups for family members of DYRS youth in community settings that allow parents/caregivers to develop networks of relational support. Support groups are delivered twice per month on weekend or evening hours and last approximately 1-2 hours. The group sessions incorporate Restorative Justice principles and circle-practice to build a safe space for family engagement.
- **Family Strengthening Programming:** Family Engagement Specialists may also facilitate family strengthening programming, a curriculum-based support that brings youth and parents/caregivers together to work on their relationships and family communications.
- **Career Networking and Workforce Development:** Family Engagement Specialists are also encouraged to engage families by connecting them to local workforce development and job-training supports and by connecting them relationally to individuals who are successful in careers in which they have an interest.
- **Entrepreneurship Support:** DYRS supports exposure to entrepreneurial projects and connection of youth and families to entrepreneurial opportunities.
- **Community Service:** DYRS encourages providers to partner with local stakeholders and non-profits to participate in community service projects and activities in the neighborhoods where the youth and families reside.
- **Educational Support:** DYRS encourages providers to expose family members to educational opportunities, such as college courses or local vocational programming opportunities.

Family participation is voluntary for family members of DYRS youth. DYRS encourages providers to jointly engage youth and parents/caregivers whenever possible, but understands it is important to meet family members where they are and that not all family members or youth are in a position to participate.

⁸ A document developed at a Team Decision Making Meeting that outlines current goals and related action steps for a young person. The Success Plan also serves as a progress record for committed youth because it is reviewed every 90 days. This document is developed by DYRS Care Coordinators in partnership with youth and their families.

V. Administrative Requirements

A. Provider Selection

DYRS expects to make up to 6 awards to providers that demonstrate: (a) the ability to deliver the described programming and services, and (b) deep community ties, an extensive history of serving the specific area, and physical presence for the location for which they apply.

B. Staff Selection and Development

Awardees are expected to provide ten (10) staff members for this project. These staff members include: (1) Project Coordinator; (1) Lead Transformative Mentor; (3) Transformative Mentors; (1) Lead Family Engagement Specialist; (2) Family Engagement Specialists; and (2) Peer Engagement Specialists. As part of its commitment to the provider-agency partnership, DYRS plans to invest heavily in the continuous development of these staff members.

- **Project Coordinator (1):** a full-time position dedicated to the Credible Messenger Initiative. Project Coordinators will be responsible for the management and administration of the program, the supervision of mentors and parent coaches, communication with DYRS, tracking and management of data, and coordination with training and technical assistance providers. Project Coordinators should have relevant experience in the youth development field, strong management abilities, and the maturity, wisdom, and integrity to manage *Credible Messengers*. The Project Coordinator is responsible for attending regular coordinator meetings and other meetings and events as requested by DYRS.
- **Lead Transformative Mentor (1):** a full-time Credible Messenger mentor responsible for facilitating groups, providing individual support and advocacy for youth, and leading a team of part-time mentors. Lead mentors should be deeply rooted in the communities they serve, demonstrate credibility, integrity, and leadership for youth and/or Peer Engagement Specialists, and be able to coach, guide, and support Peer Engagement Specialists as they work with youth.
- **Senior Family Engagement Specialist (1):** this position is a full-time Family Engagement Specialist who will provide individual support to the family members of DYRS youth, facilitate support groups, and lead a team of part-time Family Engagement Specialists. The Senior Family Engagement Specialist should also be deeply rooted in the communities they serve, be able to relate to the lived experiences of family members in DYRS, and have the wisdom, maturity and integrity to lead teams of Family Engagement Specialists.
- **Transformative Mentors (3):** a full-time position responsible for co-facilitating mentoring groups. Transformative Mentors provide one on one support to youth and participate in trainings and community building opportunities. Mentors should be Credible Messengers who are deeply rooted in the communities they serve and are able to relate to the lived experiences of DYRS youth.
- **Family Engagement Specialist (1 F/T and 1 P/T):** this position is responsible for supporting the family members of youth in DYRS. Family Engagement Specialists should also be deeply rooted in the communities they serve, be able to relate to the lived experiences of family members in DYRS, and have the wisdom, maturity and integrity to support family members. Wherever possible, DYRS encourages providers to hire parents of current or formerly DYRS-involved youth for these positions.
- **Peer Engagement Specialist (2 P/T):** DYRS also encourages providers to hire current or formerly DYRS-involved youth who have demonstrated maturity, personal development,

and exceptional leadership ability as part-time Peer Engagement Specialists. These Peer Engagement Specialists may be program participants who after a period of time in the program are ready to graduate into paid roles. Providers must be able to provide the support, coaching, and mentoring for Peer Engagement Specialists as they step into these leadership roles. DYRS recognizes that it may be difficult to identify these youth in the early stages of program implementation and encourages selected providers to identify and hire young people who are able to relate to the lived experiences of DYRS youth for this role in the meantime.

Note: All selected grantees and staff members are required to complete a background clearance process in order to work with DYRS youth and families. The background clearance process is administered by the District's Department of Human Resources (DCHR). Details on the clearance process are outlined in the Standard Operating Procedures for the Credible Messenger Initiative, but generally, the clearance screenings include: Child Protection Registry Clearance, DC Criminal Background Check Clearance, Drug Screen Clearance, FBI Criminal Background Clearance, and National Sex Offender Registry Clearance. While these clearances and records are not due at the time of submission of an application, DYRS requires all providers and staff complete the clearance process prior to any direct work with youth.

a. Professional Development

DYRS will ensure the ongoing development of Credible Messengers through a combination of skill-based training, cohort-based support around personal growth and inner healing, and general professional development. Providers will be expected to ensure that all Credible Messenger staff members hired for the initiative participate in DYRS training and professional development sessions as part of their paid employment duties. DYRS in turn will ensure that funding for hiring Credible Messengers is sufficient to cover the hours spent by Credible Messengers in DYRS-sponsored development and training.

Credible Messengers mentors and Family Engagement Specialists will participate in trainings on the following:

- **Restorative Justice:** DYRS will provide training to equip stakeholders with the philosophical knowledge, practical skills, and tools necessary to serve as peacekeepers, conflict mediators, and community builders for DYRS youth and families. Staff will be trained on facilitation of circle-practice, successful victim-offender mediation, and conflict resolution practices.
- **Skills-Based Training:** DYRS will provide skills-based training for working with youth and families in the justice system. These trainings will include mentoring orientations, positive youth development, cognitive-behavioral principles, motivational interviewing, cultural sensitivity, curriculum development, family engagement, and other topics relevant to working with system-involved youth and families.
- **Personal Growth:** All Credible Messengers will be expected to participate in cohort-based support groups that will facilitate a parallel process in which the healers (Credible Messengers) address their own wounds, even as they seek to heal others. The support groups follow an iterative curriculum that leads participants through the process of self-reflection, accountability, and cultivating healthy practices for self-care, team development, and relationships with youth.
- **Additional Professional Development Opportunities:** As part of its investment in this valuable human resource, DYRS will provide Credible Messengers with access to relevant trainings, adult education opportunities, and general professional skills trainings that help

increase their soft skills, marketability, and opportunities for career advancement in the field of Credible Messenger mentoring and beyond.

C. Qualifications & Eligibility

The following eligibility criteria will apply to all applicants for this RFP. Please make sure that your organization(s) meet these criteria as stated below:

1. General Eligibility Statement:

- ✓ Any public or private community-based organization or institution located in the District of Columbia is eligible to apply. Non-profit and for-profit institutions are eligible, but for-profit organizations may NOT include profit in the grant application.

2. Organizational Structure and Status

- ✓ No fiscal agents or individuals will be accepted. Applicants are defined as organizations and must meet the criteria below.
- ✓ Non-profit organizations, grassroots organizations, faith-based organizations, and neighborhood-based organizations are eligible to apply. Organizations that are not grassroots, community-based organizations must demonstrate neighborhood rootedness, commitment, and investment to the target neighborhoods where your organization has a history of service delivery or community connections.
- ✓ An organization described in Section 501(c)(4) of the Internal Revenue Code, 26 U.S.C. 501(c)(4) that engages in lobbying activities is not eligible to apply, or serve as a host site, or act in any type of supervisory role in the program. Organizations that have both a 501(c)(3) and a 501(c)(4) tax status may only apply under their 501(c)(3) arm.
- ✓ Organizations must be incorporated/registered to operate in the District of Columbia.
- ✓ Organizations must have a physical location where they provide services in the neighborhood for which they are applying. This location must be within the District of Columbia, and the applicant must establish a history of providing services in that location.

3. Programmatic Focus and Experience

- ✓ Organizations must have experience serving at-risk and/or justice-involved youth.
- ✓ Organizations applying should demonstrate a primary vision and program focus on serving children, youth and/or families.
- ✓ Organizations must be deeply connected, rooted, and invested in the neighborhoods they serve.

4. Operations and Finance

- ✓ Organization must be in good financial standing with the DC Office of Tax and Revenue and the Internal Revenue Service, as well as follow all appropriate charitable financial reporting standards.
- ✓ Organizations should demonstrate experience with management of grant awards or management of funds received from District Government Agencies through grants or contracts.

5. Applications

- ✓ For collaborative applications, one organization must act as the Primary Grantee. That organization must meet all criteria listed above and must accept fiduciary, reporting and programming oversight responsibility for the application and grant.
- ✓ Organizations may submit an application for more than one Ward/neighborhood. In this case, complete and separate applications must be submitted for each area where your organization has a history of service delivery or community connections.

VI. Performance Measures

A. Outcomes

The Credible Messenger Initiative is designed to connect young people and families to mentors and parent coaches from their own neighborhoods who will help them engage with their communities in positive, pro-social ways that lead to improvements in life outcomes and reductions in antisocial behavior and delinquent activity. The Credible Messenger Initiative, in line with Mayor Bowser's plan for a *Safer, Stronger, DC* focuses on bringing resources and opportunities to neighborhoods afflicted by violence.

DYRS tracks the following outcomes to measure the overall impact of the Credible Messenger Initiative. The outcomes are as follows:

Youth Outcomes

- i. Education-related goals
- ii. Work-related milestones
- iii. Youth engagement with services
- iv. Individual Success Plan goal achievement
- v. Rearrests

Credible Messenger Mentor Outcomes

- i. Training hours
- ii. Retention
- iii. Engagement with mentees

B. Reporting

Participating organizations will be required to work closely with DYRS to measure and report regularly on program activities. DYRS requires providers to enter information into the DYRS Case Management Database, FAMCare, which tracks and records each activity that is completed on behalf of the youth or family/caregivers.

Providers will also be expected to track recruitment and retention efforts of staff. This information about mentor recruitment and retention will be recorded outside of FAMCare.

As part of DYRS's commitment to forming a Learning Community that exchanges information and transfers knowledge on best practices, overcoming barriers, and developing programmatic innovations, all providers will be expected to maintain regular communication with DYRS and one another through regular meetings and gatherings of the Credible Messenger Initiative community.

VII. Funding

A. Funding

Funds for this initiative are made available through District appropriations to the Department of Youth Rehabilitation Services.

B. Award Period

DYRS will select up to (6) six service providers, who will receive a grant agreement for the duration of FY18 (October 1, 2017 to September 30, 2018). 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 DYRS Administrative and Capacity Building Partner manages the award allocations for the providers. The expected award amount that is presently allocated is up to \$472,513.00 per grantee. However, all awards are subject to the availability of funds.

C. Budget and Budget Narrative:

In order to be considered for an award, applicants must provide evidence of an established accounting system with policies and procedures that reasonably assure internal controls are maintained in managing funds.

- i. A budget and budget narrative is required for all applicants applying for FY18 grant funds. The sample budget template can be found at <http://dyrs.dc.gov/page/doing-business-dyrs> under the link for Requests for Proposals. Applicants must complete a budget proposal, using the Excel template provided, and submit their funding request to the online application submission system. Only costs that are allowable, allocable and reasonable to fulfill the purposes of this initiative may be included in the budget narrative. In addition, certain costs shall not be allowed, including equipment costs of \$500 or more, unless otherwise approved by DYRS.
- ii. **Critically, all applicants must conform to the following requirements when submitting budget and budget narrative information.**
 - a. **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.
 - b. All DYRS grantees are required to maintain financial management systems that comply with the financial management standards in OMB Circular A-110.20-.28. Those standards require that a grantee's financial system provide for:
 - i. Accurate, current and complete disclosure of the financial results of the grant award;
 - ii. Records that identify the source and application of grant funds;
 - iii. Effective control over and accountability for all funds, property, and other assets;
 - iv. Written procedures to minimize the time elapsing between the transfer of funds to the recipient from DYRS/ Administrative and Capacity Building Partner and the use of those funds by the grantee for program purposes, when funds are provided in advance;
 - v. 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
 - vi. Accounting records that are supported by source documentation.

- c. Additionally, each selected provider must be able to set up a separate bank account solely dedicated to the maintenance and management of the grant award funds.
 - d. No payments under this grant shall be made until a Notice of Grant Award is issued and a Grant Agreement is signed on behalf of DYRS/Administrative and Capacity Building Partner and the grantee.
 - e. In addition, appropriate reviews and approvals must be adhered to according to the Credible Messenger Standard Operating Procedures.
 - f. Grantees are expected to have independent and organization-specific, written materials including policies, procedures and position descriptions, and evidence of implemented practices that clearly identify levels of authority and provide for quality assurance in carrying out the functions and actions for which funds will be utilized.
- iii. Additionally, the agency retains a reversionary interest in the unused balance of advance payments, in any funds improperly used, and in any unearned payments for which funds were granted, but the cost was not incurred or grantee efforts were not contributed.

D. Payment

All payments are made on a cost-reimbursement basis. A grantee earns their share of the funding only when the services have been contributed. In order to receive payments for services provided, the selected grantees will be required to submit invoices with back-up documentation on a monthly basis to the Administrative and Capacity Building Partner. Typical back-up documentation includes: attendance sheets from mentoring groups or family support groups, receipts for meals provided or allowable supplies purchased, payroll documentation for staff paid in the last pay period, and other related documents.

Applicants should also note that DYRS grant funds are NOT meant to serve as an organization's sole source of funding.

1. Cost Principles, Budget Narrative Samples, and Payment Structure

Cost Principles

a. Allowable Costs

DYRS/Administrative and Capacity Building Partner will establish how certain types of costs are evaluated to determine whether and to what extent they are reimbursable. The following cost principles apply to the grantee. Several general principles determine whether particular costs claimed under the grant will be reimbursed. Some key principles are listed below.

- The maximum obligation of the DYRS/Administrative and Capacity Building Partner to support the program will not exceed the amount specified in the Notification of Grant Award.
- The cost of an item claimed must be reasonable.
- The cost of an item claimed must be clearly allocable to the grant and to one or more specific objectives under a grant. That is, it 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.
- The cost of an item claimed must be consistent with any specific limitations and exclusions in the grant award.

- 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.
- Each cost item must be adequately documented and back-up documentation must be maintained according to records policies.

Generally, allowable costs include:

- **Personnel Costs.** Salaries and wages for employees working on a DYRS grant project during the grant period are allowable if:
 - i. 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; and
 - ii. the charges are properly documented. This documentation requirement applies to direct salary charges, as well as salaries allocated to indirect costs.
- **Fringe benefits.** Fringe benefits must be computed at 22% for full time staff and 10% for part-time staff. These costs are allowed as a direct cost if they are included in the grantee's budget schedules and narrative.
- **Telephone.** Cell phone cost reimbursement is allowable for Credible Messengers on a monthly basis if:
 - i. 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; and
 - ii. the charges are properly documented and recorded.
- **Food.** Hot meals should be provided as part of weekly mentoring groups, so costs incurred related to these meals are an allowable direct cost.
 - i. All charges must be properly documented and recorded. Order information and receipts must be kept for invoicing and budget reconciliation purposes.
- **Activity Fund.** Certain costs for meetings and conferences that contribute to the purposes and execution of the grant project are allowable.
- **Program Supplies.** Equipment and supplies that contribute to the purposes and execution of the grant project are allowable. Any purchase whose cost is \$500 or more is not allowable unless DYRS/Administrative and Capacity Building Partner has approved the item and expense in advance.
- **Indirect Costs.** Indirect Costs are defined as costs that have been incurred for common or general organizational objectives or activities that cannot be readily identified within the objectives of the grant. An example is financial audit costs.

b. Unallowable Costs

These costs are unallowable (included but not limited to):

- 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.

2. Budget Narrative

Applicants must utilize the Credible Messenger Application Budget Template. A sample budget template can be found at <http://dyrs.dc.gov/page/doing-business-dyrs> under the link for Requests for Proposals. Applicants complete the blank Excel budget template and submit all budget information via the online application submission system. In the budget section of the application, the applicant shall outline expected costs for each of the pre-determined, allowable cost categories. In addition, the applicant must complete a Budget Narrative, which is a document that provides details on the planned use of grant funds for the entire award period. The budget narrative includes an explanation for each budget line item and calculations for how the applicant determined the expected total cost for each cost category. Examples are set out below. Critically, the narrative 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 required deliverables. The final budget narrative must be uploaded to the online application system. It should be no longer than 3 pages.

a. Direct versus Indirect Costs

The following definitions are provided as guidance in determining what a Direct Cost versus Indirect Cost is:

- **Direct costs** are defined as costs incurred solely for program services or program administration and are predetermined in the budget template.
- **Indirect costs** are defined as costs that are incurred for common general organizational objectives or activities and cannot be readily identified with the objectives of the grant. These include (but are not limited to) consultant time, consultant/professional fees, 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; or any other costs incurred for general organizational objectives or activities. Indirect costs must not exceed 10% of the total budgeted for direct costs.

b. Budget Narrative Instructions and Examples for Direct Costs

c. Salaries and Wages

For each budget line, include the staff position title, the level of effort (e.g., full time or part-time, including the number of hours per week), the duration of time that the position will be filled (# of months), and the base salary or wage rate for the position. The grant will support salaries and wages for positions that are outlined in the RFP and Budget Template, as they are directly involved with program services or management.

EXAMPLE CALCULATION		
Personnel		
Payroll		
Mentors	3 positions at 15 hours per week for 52 weeks at \$10/hour	\$23,400.00
Project Coordinator	1 position at 40 hours per week for 52 weeks at \$20/hour	\$41,600.00
Total Payroll		\$65,000.00

JUSTIFICATION: Ensure all positions required in the RFP are included. No additional justification shall be required for this section.

d. Fringe Benefits

Fringe benefits are extra benefits supplanting 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. Remember the fringe rate is predetermined at 22% for full-time employees and 10% for part-time employees. If for some reason this simple fringe rate cannot be applied, please explain the method used to derive the budget for fringe benefits.

EXAMPLE CALCULATION		
Total Payroll		\$65,000.00
Fringe	22% Fringe Rate for full time employees (10% Fringe Rate for part-time employees)	\$14,300.00
Total Personnel		\$79,300.00

e. JUSTIFICATION: List all components of fringe benefits the funds will be used for

f. Program Supplies

Include all supplies directly used for the Credible Messenger Initiative.

EXAMPLE CALCULATION		
Supplies		
Group Supplies	Pens (2 boxes at \$5 per unit = \$10), copy paper (1 carton at \$50 per unit), highlighters(1 carton at \$5 per unit), post-it board (1 box at \$25 per unit), cleaning supplies(3 boxes of Lysol wipes at \$5 per unit = \$15), paper plates (\$75), napkins (\$20)	\$200.00
Notebooks	Journals for youth reflection (30 at \$4 per unit)	\$120.00
Total		\$320.00

Supplies

- g. JUSTIFICATION: Describe the need and include an adequate justification of how each cost was estimated. a) Pens and Journals are needed for curriculum activity completion.**
- h. The cost of Pens at Office Depot (provide the actual link) is \$5 per box of 25 pens.**
- i. Telephone**
Include telecommunications costs that are solely related to program services or program administration:

EXAMPLE CALCULATION			
Telecommunications			
	Telephones	Phone service for mentor (\$50 per month for 10 months)	\$500.00
Total			\$500.00

- j. JUSTIFICATION: Explain the need for each service contract entered for telecommunications, how the telecommunication service will be used in relation to program or service, and if relevant, the percent of overall cost to which the contracted services is attributed to the grant.**

EXAMPLE CALCULATION			
Food			
	Food	\$150 per dinner/2 groups per week for 52 weeks (annually)	\$15,600.0
Total			\$15,600.0

- k. JUSTIFICATION: DYRS requires hot meals at each of the weekly mentoring sessions. These funds will be used to purchase meals for the group sessions and snacks. (Explain what vendors you use or plan to use and the average cost to provide the meals broken down).**
- l. Indirect Costs**
Indirect costs may be proposed up to 10% of total budgeted for personnel and other direct costs. Please show the indirect cost rate used.

EXAMPLE CALCULATION		
Total Personnel		\$500,000.00
Total Other Direct Costs		<u>\$100,000.00</u>
Total Direct Costs		\$600,000.00
Indirect Costs	10% of Direct Costs	\$60,000.00

VIII. Grant Competition

A. Pre-Proposal Technical Assistance Workshops

Date: Wednesday, May 10, 2017
Time: 10:00 AM – 12:00 PM

Date: Wednesday, May 17, 2017
Time: 5:30 – 7:30 PM

The Wednesday, May 10 Pre-Proposal Technical Assistance Workshop will be held at DYRS' Headquarters, located at 450 H Street NW, Washington, D.C., 20001.

The Wednesday, May 17 Pre-Proposal Technical Assistance Workshop will be held at the D.C. Rise Demonstration Center located at 2730 Martin Luther King Jr Ave SE, Washington, D.C., 20032.

Attendance is optional, but strongly encouraged. If you plan to attend the Pre-Application Technical Assistance Workshops, DYRS requests that you RSVP in advance. Please send an e-mail to Charles Evans at CMRFPquestions@plcntu.org with the name of your organization and the number of people attending.

B. Notice of Intent to Apply Requirement

All applicants must submit a Notice of Intent to Apply regardless of attendance at the Pre-proposal Technical Assistance Workshops. A template for the Notice of Intent to Apply can be found at <http://dyrs.dc.gov/page/doing-business-dyrs> under the link for Requests for Proposals. Applicants must complete and submit this form via email to Charles Evans at CMRFPquestions@plcntu.org by Friday, May 26, 2017 at 5:00 PM (EST).

C. Application Submission and Due Date

Applications must be submitted electronically using DYRS' Grants Management System, Philantrack. The application and a link to the online application submission portal (Philantrack) shall be made available on <http://dyrs.dc.gov/page/doing-business-dyrs> under the link for Requests for Proposals. The deadline for submission of an application is 11:59 PM (EST) on Friday, June 9, 2017.

Troubleshooting questions or requests for assistance in the application submission or document upload process should be directed to Charles Evans at CMRFPquestions@plcntu.org.

All applicants that turned in an application in a timely manner will be notified via email that their submission was accepted and their application is under review.

Credible Messenger Initiative

1. Cover Sheet Components

Organization:	
Organization Federal Tax-Exempt Number or Employer Identification Number:	
Region: (Please state neighborhood or Ward you wish to serve)	<input type="checkbox"/> - <input type="checkbox"/> - <input type="checkbox"/> - <input type="checkbox"/> -
Organization Address:	
Application Contact: (Name and Title)	
Telephone:	
E-mail:	
Program Contact: (Name and Title)	
Telephone:	
Email:	
Authorized Signature from Executive Level Staff:	
Name and Title of Executive Level Staff:	
Date:	
Program (Site) Address:	
Annual Operating Budget (Select only one)	<input type="checkbox"/> Less than or equal to \$500k <input type="checkbox"/> Over \$500k and up to \$999k <input type="checkbox"/> Over \$999k

2. *Proposal Questions*

The narrative responses to the following questions should be clear and concise. The application must address the following:

I. Organizational Experience

- 1) Briefly describe your organization's history and mission.
- 2) Who does your organization serve? Please specify at-risk youth populations served.
- 3) Describe the experience of the senior leadership of your organization. Include resumes for personnel already identified to serve as program staff for the *Credible Messenger Initiative*.
- 4) Describe your organization's experience over the past five years with the specific neighborhood(s) where your organization has a history of service delivery or community connections.
 - a. Include organizational experience with neighborhood community members, knowledge of community issues, and any past services rendered to the area where your organization has a history of service delivery or community connections.
 - b. Please include a brief description of the services offered, dates of operation, program goals, and impact of any of the following types of services provided.
 - i. Operation of a justice-involved youth program and/or provision of services to people involved in the justice system
 - ii. Provision of services, support, and leadership development to the families of justice-involved youth
 - iii. Operation of a program that involved a group process for youth and young adults based on cognitive-behavioral interventions
 - iv. Application of the values, principles, and practices of Positive Youth Development
 - v. Provision of mentoring or coaching interventions
 - vi. Provision of Restorative Justice and peacemaking programs
 - vii. Provision of programs that facilitate economic opportunities for youth and families
- 5) Demonstrate your organization's rootedness in the community you currently serve including:
 - a. Hiring practices that reflect the local community;
 - b. Integration with formal and informal community networks; and
 - c. Relationships cultivated with local community stakeholders.
- 6) Describe any relevant experience that your organization and/or the senior leadership of your organization has, within the past five years, in providing programs that demonstrate experience relating to the list under question 4(b).

II. Program and Service Delivery Experience and Capacity

Describe in detail how your organization will provide the services described in the RFP and demonstrate how the proposed approach will fulfill the mission and guiding principles of the program. Specifically address the following:

7) Leadership and Staffing

- a. Describe how senior leadership will support the Project Coordinator and other personnel in carrying out the duties associated with the Credible Messenger Initiative
- b. Describe your organization's plan to recruit and hire Credible Messenger mentors and Family Engagement Specialists who are culturally competent, have had first-hand knowledge of the justice system, and/or have had experience working with justice-involved youth. Specifically, address any potential partnerships with other organizations to identify potential mentors.
- c. Describe how your organization plans to facilitate the evaluation, coaching, supervision, and professional development of mentors and family engagement specialists.
- d. Describe how your organization will manage the referral process and assign youth and families to Credible Messengers.

8) Outreach and Recruitment

- a. Describe creative ways that your organization will retain youth and family participants.
- b. Describe how your organization will continue to conduct outreach, follow-up, and re-engagement for youth and families who are resistant to participation, or whose attendance is inconsistent.

9) Transformative Mentoring Approach

- a. Describe how you will facilitate mentoring relationships between Credible Messengers and youth, both at the group and individual level.
- b. Describe how you will use cognitive-behavioral approaches in your mentoring groups.
- c. Describe how you will ensure program quality for mentoring groups and curriculum implementation.

10) Family Engagement Approach

- a. Describe how you will develop relationships between Family Engagement Specialists and DYRS Family Members.
- b. Describe how you will facilitate parent support groups and family strengthening programming for the families of DYRS youth.
- c. Describe how you will integrate youth and parent programming to offer support for the entire family.

11) Restorative Justice Approach

- a. Describe how you will use Restorative Justice practices to facilitate groups for youth and families.
- b. Describe how you will use Restorative Justice practices for broader peace-keeping and community building efforts in the neighborhood.
- c. Describe how you will use Restorative Justice practices to address conflict, harm, and violence in the community.

12) Economic Opportunities

- a. Describe the types of partnerships you will develop with employers, schools, entrepreneurs and other entities to facilitate education and economic opportunities. Include information on existing partnerships and specify if existing partners are located in the neighborhood or area you are applying for.

13) Neighborhood Programming

- a. Indicate the location/neighborhood/ward where you intend to provide services under the Credible Messenger Initiative.
- b. Describe the physical location that you intend to provide Credible Messenger related services and meetings at. Please provide the physical address if possible.
- c. Describe plans to make the program location safe for youth who may be affiliated with different neighborhoods.
- d. Please provide any relevant details around your experience with behavioral management and conflict resolution among youth.
- e. Describe the types of neighborhood partnerships you have or will develop to engage young people in more locally-based youth development programming. Include linkage agreements with neighborhood-based programs that will collaborate with you to serve youth and families.

III. Administrative Requirements

14) Demonstrate your organization's programmatic, managerial, and financial capacity to manage the services described in the RFP. Specifically describe:

15) Describe your organization's capacity to incorporate the proposed program into overall operations. Attach an organizational chart showing your organization's structure and how the proposed program and program staff will relate to the overall organization.

- a. Provide your DC business license and current Clean Hands tax form from the Office of Tax and Revenue.
- b. For the past three years, what was your organization's annual operating budget and number of staff?
- c. What is your organization's human resource management capacity, including the ability to hire and perform payroll services for part-time and contracted mentors?

16) Your organization's fiscal management capacity. Attach a copy of the most recent financial audit of the organization, conducted by a certified public accountant, indicating the period covered, or, if no audit has been performed, the most recent financial statement, indicating the period covered and an explanation of why no audited financial statement is available.

- a. List at least three current funding references, or, if there are no funding sources, other relevant references may be listed. For each organization, include: name of organization, affiliation, contact information (mailing address, email address and telephone), and the basis for the person's knowledge of your organization's work.
- b. Attach your organization's most recent filed Form 990 and IRS designation letter i.e. 501(c)(3) determination letter, and/or certificate of incorporation.

- c. List any grants that your organization has been awarded in the past two years. Briefly describe the amount of the grant award, and how your organization ensured effectiveness in compliance and reporting requirements related to the grant.

17) Your organization's ability to manage data, document progress, and report outcomes, including:

- a. Data collection systems and processes used by your organization

18) Budget Narrative: The Budget Narrative describes the intended use of funds to implement and manage the services described in this RFP. The budget narrative submission includes the following:

- A completed Application Budget submission (Staff Salaries, Fringe, Telephone, Activity Fund, Food, Program Supplies, Indirect Costs)
- A completed Budget Narrative (page limit: 3 pages) Justify how requested funds will be used to deliver services, according to the sections in the Application Budget Template. (Ensure Calculations are and justifications are listed for all sections: Staff Salaries, Fringe, Telephone, Activity Fund, Food, Program Supplies, and Indirect Costs. Refer back to pages 18-21 of the RFP for instructions and examples).

3. Proposal Checklist

Applicants should use this list to ensure the inclusion of all required submission items.

- ☐ Proposal Checklist
- ☐ Proposal Narrative
- ☐ Application Budget
- ☐ Budget Narrative
- ☐ Staff Resumes
- ☐ Previous Fiscal Year Finances, no older than FY2016
 - ☐ Audited Financial Statement (non-profit or for-profit) OR
 - ☐ Pages 1 - 6 of most recent IRS Form-990 (non-profit) OR
- ☐ IRS Determination Letter (Please note that for non-profits, this is your 501(c)(3) Status letter)
- ☐ Copy of DCRA Certificate of Incorporation (not your full Articles of Incorporation)
- ☐ For organizations not incorporated in the District of Columbia (if applicable): Registration as a Foreign Entity in the District of Columbia
- ☐ Copy of current Clean Hands Certificate with the DC Office of Tax and Revenue (Ensure that the document is current and valid. These certificates are valid for one year.)
- ☐ Copy of Certificate of Good Standing with the DC Department of Consumer and Regulatory Affairs. (Ensure that you have a currently valid document and that any current Good Standing Certificate you hold from DCRA has not expired.)
- ☐ OPTIONAL: Copy of currently valid Certification to Occupy for meeting space – may include letter from DPR, DCPL, DCPS, MOU and/or lease agreement, etc.
- ☐ OPTIONAL: If applying with another organization: A Partnership Agreement signed by both organizations (please note that all above documents are required for both organizations)

IX. Proposal Evaluation Criteria

1. Evaluation Procedures

All applications accepted by DYRS/Administrative and Capacity Building Partner will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFP. Applications that DYRS/Administrative and Capacity Building Partner, under the advisement of the review panel, determine to be nonresponsive or unable to meet the requirements and conditions of the grant will be rejected. DYRS will evaluate and rate all remaining applications based on the Evaluation Criteria prescribed below. DYRS reserves the right to conduct site visits, to conduct interviews, or to request that applicants make presentations, as deemed applicable and appropriate. Application scoring will be conducted by a qualified review panel. The recommendations of the review panel are advisory and not binding on DYRS. Final decisions on funding and awards vests solely with the Director of DYRS, based on assessment of the recommendations of the review panel, pre-award site visit reports, and any other information deemed relevant.

2. Evaluation Criteria

Scoring will be determined through a two-part process: (1) Application Review, and (2) Finalist Interview.

Part I: Application Review

Applicants are eligible for the following points: (Up to 100 points)

All proposals will be scored in Part I according to the following criteria:

- Responsiveness to the questions
- Clarity of responses
- Match with best practices
- Ability to meet the needs of court-involved youth & families
- Community rootedness
- Consistency of responses throughout the application

Proposals will be reviewed by a qualified review panel of three to five reviewers. The reviewers will read and score proposals based on the following point system:

- ✓ Organization Information: 20 points
- ✓ Program/Services Description: 50 points
- ✓ Administrative Functions: 20 points
- ✓ Financial Documentation (Budget Template and Budget Narrative): 10 points

After reviewers have scored all proposals, they will convene in debrief sessions led by Administrative and Capacity Building Partner's facilitators. Reviewers will be asked to discuss their findings, and as a panel, debrief on the scores for each proposal based on its quality and the selection criteria outlined for review of the RFP.

The scores received from the review panel will be calculated and reviewed. Based on these scores, the top applicants for each Neighborhood/geographic area will move forward for consideration in Phase II: Finalist Interviews, as long as their applications received a total score of at least 65 Points in Part I: Application Review.

Part II: Finalist Interviews

a. Applicants are eligible for a second-round Finalist Interview

Finalists will participate in an interview process to respond to reviewer questions generated during the reviewer debrief sessions. A predetermined set of questions developed by DYRS and other questions that may arise during the interview process will be asked to gain further clarity. During the interviews, the reviewers will be looking specifically to assess:

- Leadership alignment with the vision and values of the Credible Messenger Initiative
- Community rootedness in the local neighborhood
- Evidence of positive youth development culture and affirmation of family engagement
- Ability to manage and develop Credible Messengers

The interviewers may include, but are not limited to, juvenile justice reform subject matter experts, youth and family advocates, organizational development specialists as well as representatives from DYRS and the Administrative and Capacity Building Partner who will make final recommendations based on the scoring in Part I and the results of the interviews in Part II. Final recommendations on selected applicants will be reviewed and approved by the DYRS

Director.

3. Site Visits

As part of the selection process, DYRS may make site visits to conduct interviews with applicants whose proposals have been scored and evaluated as highly qualified. Site visits are not a guarantee of funding, but rather an indicator that an applicant is under consideration for an award. Site visits will be scored by an evaluation team and used to make a final determination on whether the applicant is selected to receive a contract.

DYRS and the Administrative and Capacity Building Partner shall contact applicants to schedule site visits. Applicants should plan to have key staff available for site visits and interviews during the scheduled time period.

4. Terms and Conditions

By submitting an application, the applicant understands and agrees to the following terms and conditions

- i. DYRS reserves the right to make awards to ensure the appropriate distribution of necessary services and programs across targeted geographic areas within the District of Columbia.
- ii. DYRS reserves the right to negotiate with any successful applicant to include additional targeted neighborhoods. If an insufficient number of acceptable applications are received for any targeted neighborhood, DYRS also reserve the right to negotiate with existing applicants/awardees for the inclusion of additional neighborhoods and/or reopen the competition and solicit additional applications for services in that neighborhood.
- iii. DYRS reserves the right to conduct site visits and/or interviews and/or to request that applicants make presentations and/or demonstrations, as is deemed applicable and appropriate.
- iv. In the case that an applicant is eligible for more than one contract award from this RFP, DYRS reserves the right to determine, based on the applicant's demonstrated organizational capability and the best interests of youth and families, respectively, how many and for which program(s) the applicant will be awarded contracts.
- v. DYRS reserves the right, once applications have been submitted, to suggest possible collaborations between vendors and/or engage in negotiations with potential vendors before making final contract awards.
- vi. Funding for this award is contingent on continued funding from the grantor.
- vii. The RFP does not commit the Agency to make an award.
- viii. 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.
- ix. The Agency shall notify the applicant if it rejects that applicant's proposal.
- x. The Agency may suspend or terminate an outstanding RFP pursuant to its own grant making rule(s) or any applicable federal regulation or requirement.
- xi. The Agency reserves the right to issue addenda and/or amendments subsequent to the issuance of the RFP, or to rescind the RFP.
- xii. The Agency shall not be liable for any costs incurred in the preparation of applications in response to the RFP. Applicants agree that all costs incurred in developing the application

are the applicant's sole responsibility.

- xiii. 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.
- xiv. 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.
- xv. The Agency shall provide the citations to the statute and implementing regulations that authorize the grant; all applicable federal and District regulations, such as OMB Circulars A-102, A-133, 2 CFR 180, 2 CFR 225, 2 CFR 220, and 2 CFR 215; 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.
- xvi. If there are any conflicts between the terms and conditions of the RFP 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.
- xvii. DYRS requires and the applicant understands and agrees to comply with legal and risk management requirements, such as: (a) ensuring security of youth related data and maintaining record keeping protocols that will protect youth confidentiality pursuant to District and Federal law; and (b) ensuring that all staff obtain and/or maintain all necessary clearances and background checks required for working with youth.

5. Notice of Awards

All applicants, whether they receive or do not receive awards, will be notified of the final award decisions by a notification letter. After receiving the notification letter, applicants may submit a written request for evaluation and scoring information to the Administrative and Capacity Building Partner. Requests should be submitted by email to Charles Evans, Regional Director of the Progressive Life Center, the Agency's current Administrative and Capacity Building Partner. He can be contacted at CMRFPquestions@plcntu.org. All such requests must be submitted in writing via email within 10 business days of issuance of the final award decision.