



**Out-of-School Time (OST) Programs for Youth at
New York City Department of Parks and Recreation Facilities
Request for Proposals
PIN 26011OSTPRFP**

RFP Release Date: March 3, 2009

Deadline for Proposals: 2:00pm, April 8, 2010

Return To: DYCD Office of Contract Procurement
156 William Street, Second Floor
New York, New York 10038

Attention: Daniel Symon, Agency Chief Contracting Officer

Pre-Proposal Conference: 11:30am, March 19, 2010

Pre-Proposal Conference Location: DYCD
156 William Street, Second Floor
New York, New York 10038

This Request for Proposals (RFP) must be obtained directly from the Department of Youth and Community Development (DYCD) in person or by downloading it from DYCD's web site, www.nyc.gov/dycd. If you obtained a copy of this RFP from any other source, you are not registered as a potential proposer and will not receive addenda DYCD may issue after release of this RFP, which may affect the requirements and/or terms of the RFP.



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New York City Department of Parks and Recreation Facilities
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AUTHORIZED DEPARTMENT CONTACT PERSONS

The authorized agency contact persons for all matters concerning this RFP are:

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RFP Content and Procedures

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NOTE ON E-MAIL INQUIRIES: Proposers must enter “High School Transition Programs –Queens” in the subject line of their email message.

DYCD cannot guarantee a timely response to phoned-in and written questions regarding this RFP received less than one week prior to the RFP due date.

Proposers should note that any telephone or written response that may constitute a change to the RFP will not be binding unless DYCD subsequently issues such a change as a written addendum to the RFP.

SECTION I - TIMETABLE

A. Release Date of this Request for Proposals (RFP): March 3, 2010

B. Pre-Proposal Conference:

DYCD will hold a pre-proposal conference. Attendance by proposers is optional but strongly recommended by DYCD.

Date: March 19, 2010
Time: 11:30am
Location: DYCD
156 William Street, Second Floor
New York, New York 10038

C. Proposal Due Date, Time and Location:

Date: April 8, 2010
Time: 2:00pm
Location: Hand-deliver proposals to: DYCD Office of Contract Procurement
Attention: Daniel Symon
Agency Chief Contracting Officer
156 William Street, 2nd Floor
New York, New York 10038

E-mailed or faxed proposals will not be accepted by DYCD.

Proposals received at this Location after the Proposal Due Date and Time are late and shall not be accepted by DYCD, except as provided under the New York City Procurement Policy Board Rules.

DYCD will consider requests made to the Authorized Agency Contact Person to extend the Proposal Due Date and Time prescribed above. However, unless DYCD issues a written addendum to this RFP which extends the Proposal Due Date and Time for all proposers, the Proposal Due Date and Time prescribed above shall remain in effect.

D. Anticipated Contract Start Date: September 1, 2010

SECTION II - SUMMARY OF THE REQUEST FOR PROPOSALS

A. Purpose of the RFP

Through this RFP, DYCD, in collaboration with the New York City Department of Parks and Recreation (Parks), is seeking qualified not-for-profit organizations to operate OST Parks programs at the following three sites:

- **St. John's Recreation Center, 1251 Prospect Place, Brooklyn, NY 11213;**
- **Metropolitan Pool Recreation Center, 261 Bedford Avenue, Brooklyn, NY 11211;**
- **Arrow Community Center, 35-30 35th Street, Queens, NY 11106.**

The OST Parks programs will target elementary and middle school youth, ages 6 through 12, in schools and communities surrounding the specified program sites. The programs will incorporate positive youth development principles and age-appropriate activities and will address the OST goals set out below and in **Appendix A**. (For a synopsis of youth development principles and resources, see **Appendix B**.) The primary purpose of the OST Parks programs is to help participants develop skills needed for academic success.

B. Background

Within the last few years, New York City (City) has developed a comprehensive, coordinated system for OST programs. Through a series of summits and cross-sector leadership team meetings, beginning in October 2003, City agencies, providers, community leaders, and representatives from foundations developed the OST Program Vision and Goals statements set out below. These statements represent a consensus among these stakeholders and provide the basis for the OST system, including this RFP. Following issue of the initial OST RFP in December 2004 and the award of contracts from that RFP in 2005, OST planning efforts have continued to enhance OST services and respond to family and community needs by further developing supportive partnerships, systems of accountability, and coordination among public and private stakeholders. The success of the OST initiative has led to the commitment of additional funds for the program by Mayor Michael R. Bloomberg.

OST Program Vision

A quality OST system offers safe and developmentally appropriate environments for children and youth when they are not in school. OST programs support the academic, civic, creative, social, physical and emotional development of young people and serve the needs of the City's families and their communities. Government, service providers, and funders are partners in supporting an accountable and sustainable OST system.

OST Program Goals

The nine overall goals for OST programs are as follows:

- Goal 1:** Provide a healthy, safe environment
- Goal 2:** Foster high expectations for participants
- Goal 3:** Foster consistent and positive relationships with adults and peers and a sense of community
- Goal 4:** Support the needs of working families
- Goal 5:** Support healthy behavior and physical well-being
- Goal 6:** Strengthen young people's academic skills
- Goal 7:** Support the exploration of interests and the development of skills and creativity
- Goal 8:** Support youth leadership development
- Goal 9:** Promote community engagement and respect for diversity

Participation by Current OST Technical Assistance and Evaluation Services Contractors in This RFP

Entities awarded DYCD contracts to provide OST technical assistance and evaluation services are **not** eligible to receive a contract award under this RFP.

C. Competitions and Anticipated Total Funding

Competitions

This RFP comprises three separate competitions, one for each designated site.

Anticipated Total Funding

It is anticipated that the total annual funding available for contracts awarded from this RFP will be **up to a maximum of \$165,000; with an anticipated maximum funding of \$55,000 for each competition (site)**. DYCD anticipates awarding 3 contracts. DYCD reserves the right to modify such allocation in the best interests of the City.

Proposers may submit multiple proposals, but a separate and complete proposal must be submitted for each program site.

If a proposer is eligible for more than one contract award from this RFP, DYCD reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, how many, for what level of services and for which competition the proposer will be awarded a contract, and the dollar value of each such contract.

D. Program Duration, Minimum Program Hours of Operation,¹ and Maximum Price per Participant

Program duration and *minimum* program hours of operation are as follows: 6 hours per week for the 36 weeks of the school year. The maximum price per participant that DYCD will pay for program services is \$540 per year.

DYCD will consider a higher price per participant for programs serving youth with disabilities (physical, emotional, behavioral, and/or cognitive impairments), if the proposer effectively demonstrates that the program design justifies such a higher price per participant.

Cost proposals with a price per participant below the maximum must also provide a justification.

E. Anticipated Payment Structure

It is anticipated that the payment structure of the contracts awarded from this RFP will be based solely on line-item budget reimbursement.

F. Anticipated Contract Term

It is anticipated that the term of the contracts awarded from this RFP will be from September 1, 2010 to August 31, 2011, with an option for DYCD to renew for up to three additional years. DYCD reserves the right, prior to contract award, to determine the length of the initial contract term and each option to renew, if any.

G. Subcontracting

Subcontracting is allowed, subject to the following conditions:

- Contractors have the option to subcontract program activities to other organizations if all requirements of the RFP are met.
- Subcontracted activities must be integrated with all components of the program design.
- All subcontractors and subcontracts should be identified in the proposal and shall be subject to DYCD approval before payment is issued.
- A prime contractor may not subcontract all the program services nor allow program services to be performed by entities with which there is no DYCD-approved subcontract.

¹ An hour of operation is defined as an hour in which program activities are available to participants. DYCD expects that all enrolled participants will have the opportunity to engage in program activities for an amount of time equal to the minimum program hours of operation. Program designs should reflect this expectation.

I. Regulatory Requirements

Nondiscrimination. The contractor shall provide services to all persons regardless of actual or perceived race, color, creed, national origin, alien or citizenship status, gender (including gender identity), sexual orientation, disability, marital status, arrest or conviction record, status as a victim of domestic violence, lawful occupation, and family status.

New York State (State) School-Age Child Care (SACC) Regulations (Part 414). Programs serving 7 or more youth under age 13 are subject to State SACC regulations and registration requirements. Any program which does not have a SACC registration for the proposed site should consult the definitions in 18 NYCRR 413.2. **Programs must be in compliance by program start date. DYCD will not release funds to any proposer nominated for a contract award until it has obtained a SACC registration through the Bureau of Day Care of the City Department of Health and Mental Hygiene (DOHMH).**²

The State SACC regulations are posted at http://www.ocfs.State.ny.us/main/childcare/regs/414_SACC_regs.asp. The SACC regulations pertain to program aspects including, but not limited to, program content, facilities, staff qualifications, and training.

State Day Camp Regulations/Permits. All Summer Day Camps, Children's Overnight Camps, and Children's Traveling Summer Day Camps and Municipal Camps located in the City and which are serving **ten (10) or more** youth under age 13 during the summer, the contractor shall comply with applicable State Day Camp Regulations. Community-based organizations must submit completed applications for Summer Day Camp permits 60 days prior to Day Camp start date. Application forms may be picked up at the Department of Health and Mental Hygiene (DOHMH)/ Licensing, 253 Broadway, 6th Floor (Telephone: 212 442-2626). The Summer Camp applications and regulations can be found at: <http://www.nyc.gov/html/doh/html/camp/camp-directors-info.shtml>

Staff to Participant Ratios. Required staff-to-participant ratios relating to youth of different ages are indicated on the charts below. Pursuant to the SACC regulations for elementary and middle school programs and the New York State Day Camp Regulations, the staff ratios shall be determined by the age of the youngest child in the group activity. For example, in group activities that include children under the age of 10, the maximum group size may not exceed 20 children, with one staff member for every 10 children.

Age of Child	Minimum Staff to Child Ratio	Maximum Group Size
6 through 9 years	1:10	20 youth
10 through 12 years	1:15	30 youth

Staff ratios applicable to summer camps and field trips are:

Age of Child	Minimum Staff to Child Ratio	Maximum Group Size
6 through 7 years	1:9	N/A
8 through 12 years	1:12	N/A
6 through 12 years on field trips	1:5	N/A

Snacks and Meals. The contractor shall provide a snack for participants in programs operating three or more hours on any given day and a meal in programs operating more than four hours a day.

Facilities. The contractor shall comply with all applicable fire, health, and safety standards at the program site. Facilities should be easily accessible for people with disabilities and meet all requirements of the American with Disabilities Act (ADA). If the proposed site is not ADA-compliant, the contractor would be required to put in place DYCD-approved alternative measures, such as access to other suitable space and referrals to programs at other sites, to make activities

² Details of the Bureau of Child Care Borough Offices and other information can be found at <http://www.nyc.gov/html/doh/html/dc/contact-fgs.shtml>.

accessible to people with disabilities. **The contractor will not be responsible for bringing a site into compliance with the requirements of the ADA.**

Personnel Investigation/Arrest Notification. The contractor must undertake appropriate background checks of all staff assigned to the OST Parks program, including volunteers and staff of subcontractors, if any. Such checks will include verification of prior employment and references through direct contact by the contractor with former employers. The contractor will be required to provide rosters of all staff in the program, whether funded directly by DYCD or otherwise. The contractor will be asked to verify the actual existence of claimed staff through an inspection by senior agency staff. Upon receipt of an award, the contractor shall comply with all federal, State, and City regulations with respect to investigation for criminal conviction histories of program staff members (proposed or currently employed), including volunteers. These regulations may include the requirement that all program staff (paid and volunteer) in programs serving youth under the age of 21 be fingerprinted. Contractors shall comply with applicable State and federal regulations, including 42 U.S.C. §5119. It is anticipated that fingerprinting procedures will be developed by DYCD, the costs of which would be reimbursable under the contract as part of the unit price. Youth staff (paid and volunteer) who are 17 years old or younger and who are still attending school are not required to be fingerprinted.

Such regulations, policies, and procedures shall also determine whether individuals with criminal conviction histories may continue their employment in the program. In addition, the program shall report any conviction or subsequent arrest of any staff member (paid or volunteer) of which it becomes aware to DYCD.

DYCD Fee Policy. The contractor shall not charge any fee to program participants for services provided under contracts awarded from this RFP or require any other payment, purchase, or participation in any activities that will raise funds as a condition of eligibility for OST program(s). Failure to comply with this provision would constitute a material breach of the contractor's agreement with DYCD. However, DYCD reserves the right to amend this policy within the term of the contract. DYCD will notify contractors in advance of any amendment and its possible implications.

Contract Payments. All payments to contractors shall be made as reimbursements of expenses pursuant to a budget approved by DYCD, and no payments shall be made for, nor funds applied to, other uses. All contract payments shall be subject to audit.

Liability Insurance. The contractor will be required to maintain insurance to cover program operations and administration in the amounts required by the City.

Therefore, the contractor would demonstrate the possession of necessary insurance coverage by providing an **original** certificate of insurance naming DYCD and the City of New York as additional insureds. DYCD will not release funds to any proposer awarded a contract until it has obtained the necessary insurance coverage.

SECTION III - SCOPE OF SERVICES

A. Goals and Objectives

The nine overall goals for OST programs are listed on page 5 above and explained in more detail in **Appendix A**. The minimum goals and objectives for the OST Parks programs are:

Goal 1: Provide a healthy, safe environment

Goal 5: Support healthy behavior and physical well being

Goal 6: Strengthen young people's academic skills

Goal 7: Support the exploration of interests and the development of skills and creativity.

B. DYCD's Assumptions Regarding Organizational Capability

- The contractor would be a tax-exempt organization under Section 501 (c) (3) of the Internal Revenue Code and incorporated as a not-for-profit in New York State.
- The contractor would be fiscally sound and capable of managing the proposed program.
- The contractor's Board of Directors would remain free of conflicts and exercise active oversight of:
 - program management, including regular reviews of executive compensation, audits, and financial controls; and
 - program operations and outcomes.
- The contractor would have the capacity to integrate the proposed program into its overall operations.
- The contractor's internal monitoring system would be effectively used to identify program, personnel, and fiscal issues and provide corrective action procedures.
- The contractor would have a continuous quality improvement process that includes quality assurance measures for all aspects of the program.
- The contractor would have an effective computerized system for data collection and management that meets the following specifications:
 - Microsoft Internet Explorer 6 or greater is required.
 - A minimum connection speed of 512 kb/s download speed (basic DSL) is required. Dial-up modems are not sufficient.
 - Up-to-date antivirus software is required.
 - Firewall software or hardware is strongly recommended.
 - A computer system that employs hierarchical password protection to define and restrict access to specified users is required.
- The contractor would ensure that program staff has access to computers and the Internet.
- If the proposer submitted multiple proposals in response to this RFP, the contractor would have the programmatic, managerial, and financial capability to operate all programs simultaneously.
- The contractor would be ready to operate the program by September 1, 2010.

C. Agency Assumptions Regarding Program Approach

1. Target Population/Service Levels/Site Operation Hours

- Programs would target youth ages 6 through 12 in schools and communities surrounding the proposed program site.
- The maximum number of youth to be served at each site would be 100.
- The programs would operate for a minimum of 6 hours per week on 2 days per week, from 3 - 6 PM, Monday – Friday, for a period of 36 weeks during the school year. If the contractor is unable to meet this schedule due to a religious observance, the contractor must make up the time on another day during that week, so that the total number of hours for the subject week meets the requirements stated above.

2. Contractor/Staff Qualifications & Experience

- The contractor and the program director would have at least two years of successful, relevant experience within the past five years providing services to youth ages 6 through 12.

- Key staff, whether paid staff or volunteers, would be qualified for their assigned tasks and have appropriate experience and expertise to be able to successfully implement the program and effectively train and supervise junior staff and volunteers. In particular, staff supervising homework help would have the necessary literacy and numeracy skills and the knowledge needed to provide participants with appropriate assistance in accordance with the curricula and instructional approaches of the schools attended by participants.
- All program staff would be culturally competent. They would be familiar with the neighborhood in which the community center is located, demonstrate an appreciation for and sensitivity to diverse languages, cultures, traditions, and family structures, and integrate this knowledge into service delivery.
- The contractor would ensure that key staff are qualified and appropriately trained in areas including, but not limited to, youth development, education, services for youth with disabilities, youth safety, and cultural diversity
- The contractor would have a history of successful linkages with community-based organizations and agencies in the neighborhood where the site is located, that served to enrich services to youth and families and created effective referral networks.

3. Program Facility

- The contractor would adopt the Parks' Security Plan for its facilities. The Security Plan details emergency procedures and the means by which the safety and security of program participants and the program site would be maintained throughout the entire operation, from opening to closing. The emergency procedures provide information about first aid and CPR training, as well as evacuation procedures. The evacuation procedures shall be posted in a conspicuous place in the program.
- For purposes of conducting business with DYCD, the contractor would provide its director with computer access at the OST program site, maintain internet service, and establish e-mail addresses for both its executive director and OST program director.

4. Program Elements

- The contractor would develop a policy, procedures, and personnel manual that includes the program elements that follow.
- The contractor would develop guidelines and procedures to govern youth participation in the program, subject to approval by DYCD.
- The contractor would develop procedures to ensure that services are appropriately provided. These procedures would include, but would not be limited to, monitoring, self-assessment, and follow-up.
- The contractor would provide information and referral for participants, as appropriate, with respect to services that are needed but fall outside the scope of the contractor's program.
- **Outreach and Recruitment.** The contractor would develop and implement an effective outreach and recruitment plan to identify and enroll youth from schools and communities surrounding the proposed program site.
- **Safe Passage.** The contractor would ensure, with parental consent, that participants are accompanied from their classrooms to the program site.
- **DYCD Application and Enrollment Form.** The contractor would complete and submit an OST universal application and enrollment packet, designed by DYCD, for each participant. For each enrollment, the contractor would enter the information electronically into the DYCD Online database.
- **Enrollment and Attendance.** The contractor would meet its contracted enrollment goals for the proposed program. The contractor would maintain a record of unduplicated enrollments. To benefit from an OST program, participants should attend on a regular basis. To capture daily attendance rates, the contractor would maintain enrollment and daily attendance records for each individual participant. Using DYCD Online, the electronic database developed by DYCD, the contractor would demonstrate compliance with required minimum service levels and hours of participation.
- **Orientation.** The contractor would provide program orientation to youth and parents or guardians.
- **Parent Involvement.** The contractor would develop a plan to engage the parents and/or guardians of participants.
- **Participant Input.** The contractor would provide opportunities for participants to have input into planning and designing program activities, as appropriate given their age.
- **Cultural Awareness.** The contractor would ensure that the program environment is welcoming to all participants. The contractor would also encourage program participants to explore their cultural identity and increase their awareness of diverse cultures.

- **Emergency Contacts.** The contractor would maintain a file containing emergency contacts for each participant, including names, addresses, telephone numbers, and place(s) at which the parents or guardians can be reached in case of an emergency.
- **Outcome Tracking and Reporting.** The contractor would track, record, and report outcomes for its enrolled youth.
- **Staff to Participant Ratios.** The contractor would maintain a staff to participant ratio that complies with the SACC regulations.

5. Program Approach

In addition to the minimum OST goals listed above under “Goals and Objectives,” contractors are encouraged to address the other OST goals, namely:

Goal 2: Foster high expectations for participants

Goal 3: Foster consistent and positive relationships with adults and peers and a sense of community

Goal 4: Support the needs of working families

Goal 8: Support youth leadership development

Goal 9: Promote community engagement and respect for diversity

The contractor would offer age-appropriate academic support modules and activities designed to achieve learning standards and develop skills necessary for academic success. Programs would address the skills listed below and offer complementary activities that address other youth development areas and support academic achievement.

Programming

English Language Arts Skills: The contractor would use project-based learning or other appropriate methods to address the minimum OST goals and any additional goals. Programs would include activities designed to support skill achievement in areas such as attentive listening, reading a variety of materials, and responding, in writing, to literary and informational materials.

Mathematics Skills: The contractor would use project-based learning or other appropriate methods to address the minimum OST goals and any additional goals. Programs would include activities designed to support skill achievement in areas such as mathematical reasoning, numbers and numeration, operations, modeling, measurement, uncertainty, and patterns/functions.

6. Program Goals and Outcomes

- The contractor would accomplish the applicable OST Goals through the program requirements prescribed in this RFP and the specific program activities proposed.
- DYCD reserves the right to require individual outcome tracking and reporting. The contractor would be responsible for meeting DYCD’s reporting and tracking requirements, whether or not the activities are provided by the contractor or a sub-contractor. In accordance with these requirements, and using DYCD Online, the contractor would track and report data on the enrollment and participation of youth in the program. DYCD will provide training for contractors on how to use DYCD Online.

7. Staffing

- The contractor would recruit, screen, hire, train and supervise all staff, including volunteers, to provide the program and services for the OST Parks program.
- The program director would be on-site during the hours of operation.
- The contractor would comply with applicable training requirements in the State SACC regulations.³
- The contractor would ensure that key staff are appropriately trained in areas including, but not limited to, youth development, education, services for youth with disabilities, and cultural diversity. All staff would receive training

³ State SACC regulations are accessible through the website of the New York State Office of Children and Family Services at: http://www.ocfs.state.ny.us/main/childcare/regs/414_SACC_regs.asp#s14.

on “Core Competencies for Youth Work Professionals” developed by DYCD.⁴ The contractor would plan to allow program staff to attend training sponsored by the OST technical assistance providers, as necessary. In addition, the contractor would provide program staff with information on the Family Development Training and Credentialing Program (FDC) and, where appropriate, refer staff for training. Paid staff members are eligible for scholarships to FDC, offered through DYCD.

- The contractor would provide opportunities for career ladder and ongoing professional development of all staff and volunteers. OST staff would be eligible to participate in DYCD Scholars, a certificate program for front-line workers sponsored by DYCD. DYCD Scholars offers a sequence of five courses comprising one non-credit preparatory bridge course and four CUNY college courses in the field of youth studies.
- The contractor would ensure that appropriate staff members attend mandatory training on DYCD’s electronic reporting system, DYCD Online.
- OST program directors would attend meetings and other trainings as deemed appropriate by DYCD.

8. Linkages

- The contractor would establish linkages with surrounding schools, appropriate community groups, and other service providers to enhance program services.

⁴ The Core Competencies for Youth Workers are posted on the DYCD website at http://www.nyc.gov/html/dycd/downloads/pdf/core_competencies_for_yw_professionals.pdf

SECTION IV - FORMAT AND CONTENT OF THE PROPOSAL

Instructions:

Proposers should provide all of the information requested in the format indicated below. Proposals should meet the following specifications:

- The proposal, including attachments if appropriate, should be typed on both sides of 8½" x 11" white paper.
- Lines should be double-spaced with 1" margins, using 12-point font size.
- Pages should be numbered and include a header or footer identifying the proposer.
- Proposals should preferably not exceed 18 pages (9 sheets, front and back), excluding requested attachments.
- The proposal should include a Table of Contents, placed directly following the Proposal Summary Form.
- The City of New York requests that all applications be submitted on paper with no less than 30 percent post consumer material content, i.e., the minimum recovered fiber content level for reprographic papers recommended by the United States Environmental Protection Agency. (For any change to that standard please consult: <http://www.epa.gov/cpg/products/printing.htm>.)

A. Proposal Format Proposal

1. Proposal Summary Form

The Proposal Summary Form (**Attachment 1**) transmits the proposer's Proposal Package to DYCD. **An authorized representative of the proposer must sign and date the completed Proposal Summary.**

2. Program Proposal

The Program Proposal is a clear, concise narrative that addresses the following:

Organizational Capability (Preferable page limit: 3 pages, excluding requested attachments)

Demonstrate the proposer's organizational capability (programmatic, managerial, and financial) to carry out the program described in Service Option III, Scope of Services. Specifically, include the following:

- Describe the active oversight of the Board of Directors in (a) program management, including regular reviews of executive compensation, audits, and financial controls, and (b) program operations and outcomes.
- Complete and submit with the proposal the **Corporate Governance Certification (Attachment 2)**.
- Describe the steps that will be taken to ensure that program operations begin by January 1, 2010.
- Demonstrate the organization's capability to integrate the proposed program into its overall operation. Attach an organizational chart for the proposer's organization and the proposed program. Describe how the proposed program and program staff will relate to the overall organization.
- Describe the organization's internal monitoring system and demonstrate its effectiveness in identifying program, personnel, and fiscal issues.
- Describe the quality improvement protocol that the contractor would implement to ensure continuous improvement of program delivery and participant outcome achievement.
- Describe the computerized system for data collection and management and demonstrate that system meets the specifications set out in Section III –Scope of Services.
- If the proposer is required to file with the Federal Office of Management and Budget pursuant to Circular A-133, attach a hard copy of the latest report filed with that office, indicating the period covered. If not, provide as a hard-copy attachment the most recent audit or audited financial Statement 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.
- Indicate whether or not the proposer has submitted more than one proposal in response to this RFP. If so, demonstrate the organization's capability (programmatic, managerial, and financial) to successfully provide all the proposed programs, as indicated on the Proposal Summary (Attachment 1), concurrently.

Experience (Preferable page limit: 5 pages, excluding requested attachments)

- Describe the successful, relevant experience of the proposer and program director within the past five years providing programs as described in Section III/ Part I – Scope of Services. Specifically address the following:
 - a. Achieving service levels and outcomes specified by a relevant funder of the organization
 - b. Achieving participant outcomes beyond a relevant funder’s expectations
 - c. Positive findings from an evaluation
 - d. Securing multi-year funding for a relevant program(s) from diverse public and private sources
 - e. Receiving recognition awards for relevant program(s)
- Describe the successful, relevant experience of the key staff members. Specifically address the following:
 - a. Appropriate experience corresponding to their assigned responsibilities in the program
 - b. Experience training and supervising junior staff and volunteers
- Describe the experience of the organization and key staff providing services in the community where the proposed program facility is located and to the population(s) to be served.
- For each key staff position, attach a job description, including qualifications that will be required, and resumes for those staff that have been identified.
- Provide at least two letters of support from members of the local community such as community board members, local elected officials, and community leaders, confirming the organization’s successful experience in providing services at the proposed program site.
- Attach a listing of at least two relevant funding references of sources other than DYCD, including the name of the reference entity, a brief statement describing the relationship between the proposer or proposed subcontractor, as applicable, and the reference entity. Indicate the name, title, and telephone number of a contact person at the reference entity for the proposer and each proposed subcontractor, if any. If there are no funding sources other than DYCD, other relevant references may be listed.

Program Approach (Preferable page limit: 7 pages, excluding requested attachments)

Describe in detail how the proposer will provide the proposed program and demonstrate that the proposed program approach will fulfill OST Parks Program goals and objectives as set out in Section III – Scope of Services. Specifically, address the following:

Target Population

- Describe the program participants, including the number of youth to be served annually, age range, characteristics (*e.g.*, gender, demographic information). List the schools(s) and neighborhoods from which elementary and middle school students will be recruited.
- Indicate the program site. Demonstrate the proposer’s knowledge of the geographic area(s) from which the target population is drawn.
- Identify the strengths and needs of the target population. Demonstrate how the proposed services will build on these strengths and address the needs of the target population.

Program Facility

- If the proposed site is not in compliance with the ADA Accessibility Guidelines for Buildings and Facilities, describe how the proposer will make services accessible to persons with disabilities through alternative measures such as access to other suitable space and referrals to programs at other sites.

Staffing

- Demonstrate that key staff members are qualified in their assigned tasks and know the background and culture of the target population.
- Indicate the number of salaried and non-salaried, if any, staff positions that will be utilized to provide the program and demonstrate that the program is sufficiently staffed to assist program participants to achieve the program goals.
- Describe the staffing pattern, indicating the relationship among supervisors, line staff, and volunteers.
- Identify the program director.

Staff Development and Training

- Describe the training and career ladder opportunities for OST program staff, including volunteers.

Program Elements

- Describe in detail how each Program Element, set out in Service Option III, Scope of Services, will be implemented, including the process to be used, staff assigned, and time frames for outreach, recruitment, and orientation.

Program Activities

- Using the instructions provided, complete the Program Activities Schedule (**Attachment 3**) indicating, for each OST goal identified for the proposed program, the respective specific activity(ies) that will be provided under the OST program.
- In the proposal narrative, for each activity identified in the Program Activities Schedule (**Attachment 3**), indicate the following:
 - ✓ Number and type of staff assigned for conducting the activity(ies)
 - ✓ How the activity(ies) will contribute to program goals
 - ✓ Location of the activity(ies) outside of the program site
 - ✓ In the proposal narrative, demonstrate the age appropriateness of the program services and activities for the proposed school level(s).

Linkages

- Identify and describe each proposed linkage with surrounding schools, appropriate community groups, and other service providers and demonstrate how each will help achieve the applicable OST goals.
- Complete and attach a Linkage Agreement Form (**Attachment 4**) for each proposed linkage.

B. Price Proposal

The Price Proposal is the funding request for providing the services described in Section III – Scope of Services. It includes the Proposal Budget Summary Form and the Budget Justification.

- Completed Proposal **Budget Summary Form (Attachment 5)** for a 12 month contract period.
- **Budget Justification** (Preferable page limit: 3 pages)
Justify how requested funds would be used to deliver program services. Proposers should ensure that the budget and budget justification are consistent with the proposed program. Specifically, justify the expenses under each major budget category by addressing the points listed below.

Personnel Services

- List each position (full time and part time) and salary included in the funding request, and indicate which resume or job description is intended to fill that position.

Non-staff Services (as applicable)

- List each consultant and subcontractor and associated cost included in the funding request, and explain how you arrived at the cost of their assigned work for the program as described in your proposal's Program Approach narrative.
- If the program design includes payment of stipends, describe how the stipends will be awarded and the rationale for awarding the stated amounts.
- For each type of service purchased from a vendor, describe the nature of that service, why it is needed for the program, and how the costs related to purchasing that service were determined.

Other Than Personnel Services (as applicable)

- For consumable supplies, describe the type and quantity of supplies to be purchased and explain how the costs for these items were determined.
- Explain why each piece of equipment and equipment related expenses are necessary for the proposed program.
- Describe the spaces costs, including those involving a rental expense; their importance in the proposed program; and how costs were determined.
- For travel expenses, describe the purpose of the travel and justify the cost.
- For utilities, telephones, and other operational expenses, list each item and how the cost for each item was determined.

C. Other Required Documents

The following documents must also be completed and submitted with the proposal:

- **Corporate Governance Certificate (Attachment 2)**
- **Doing Business Data Form (Attachment 6)**

D. The Acknowledgment of Addenda (Attachment 7) serves as the proposer's acknowledgment of the receipt of addenda to this RFP that may have been issued by DYCD prior to the Proposal Due Date and Time, as set forth in Section I (D), above. The proposer should complete the details as instructed on the form.

E. Proposal Package Contents ("Checklist")

Proposers should utilize this section as a "checklist" to ensure their proposal package is complete prior to submitting their proposal to the DYCD. The Proposal Package should contain the following materials

1. A sealed inner envelope labeled "Program Proposal," containing one original set and 4 duplicate sets of the documents listed below in the following order:
 - **Proposal Summary Form (Attachment 1)**
 - **Program Proposal**
 - Narrative
 - The Corporate Governance Certification (**Attachment 2**)
 - References for the Proposer and, if applicable, each Sub-Contractor
 - Resumes and/or Description of Qualifications for Key Staff Positions
 - Letters of Support
 - Organizational Chart
 - Audit Report or Certified Financial Statement or a statement as to why no report or Certified Statement is available
 - Program Activities Schedule (**Attachment 3**)
 - Linkage Agreement Form (**Attachment 4**)
 - **Price Proposal**
 - Budget Forms (**Attachment 5**)
 - Budget Justification Narrative
 - **Acknowledgement of Addenda Form (Attachment 7)**
2. In a sealed envelope, **one original** of the **Doing Business Data Form (Attachment 6)** should be included in the proposal package.

For each proposal submitted, enclose the documents listed above in a sealed envelope and hand deliver to Daniel Symon, Agency Chief Contracting Officer, Office of Contract Procurement. Label the envelope with the proposer's name and address, "Out of School Time (OST) Parks Programs for Youth," "PIN # 26011OSTPRFP," the site(s) to which the proposal relates, and the name and telephone number of the proposer's contact person.

SECTION V - PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Procedures

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

B. Evaluation Criteria

- | | |
|---|------------|
| • Demonstrated level of organizational capability | 20 percent |
| • Demonstrated quantity and quality of successful relevant experience | 40 percent |
| • Quality of proposed approach | 40 percent |

C. Basis for Contract Award

Contracts will be awarded to the responsible proposers whose proposals are determined to be the most advantageous to the City, taking into consideration the price, program design, staff quality, capacity and such other factors or criteria which are set forth in this RFP. Within each competition, proposals will be ranked in descending order of their overall technical scores and a competitive range of technically viable proposals will be established. Proposals not within the competitive range will not be further considered. Awards will be based on the highest rated proposals that are technically viable and whose annual price-per-participant (for non-disabled youth) does not exceed \$540. DYCD will consider a higher price per participant only if adequate justification is provided. In the case that a proposer is eligible for more than one contract award from this RFP, DYCD reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, respectively, how many and for which program(s) the proposer will be awarded a contract, and at what level of services and dollar value.

Contract award shall be subject to:

- **Demonstration that the proposer organization is tax-exempt and incorporated as a not-for-profit in New York State.** Compliance will be shown by submission of a copy of the exemption certificate demonstrating that the proposer is classified as a tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code, and a copy of the Certificate of Incorporation issued by the State Department of State.
- Timely completion of contract negotiations between the agency and the selected proposer.

SECTION VIII - GENERAL INFORMATION TO PROPOSERS

- A. **Complaints** The New York City Comptroller is charged with the audit of contracts in New York City. Any proposer who believes that there has been unfairness, favoritism, or impropriety in the proposal process should inform the Comptroller, Office of Contract Administration, 1 Centre Street, Room 835, New York, NY 10007; the telephone number is (212) 669-2797. In addition, the New York City Department of Investigation should be informed of such complaints at its Investigations Division, 80 Maiden Lane, New York, NY 10038; the telephone number is (212) 825-5959.
- B. **Overall Provisions** This Request for Proposals and the resulting contract award(s), if any, unless otherwise stated, are subject to all applicable provisions of New York State Law, the New York City Administrative Code, New York City Charter, and New York City Procurement Policy Board (PPB) Rules. A copy of the PPB Rules may be obtained by contacting the Mayor's Office of Contracts at (212) 788-0010.
- C. **General Contract Provisions** Contracts shall be subject to New York City's General Contract Provisions, in substantially the form that they appear in "Appendix A- General Provisions Governing Human Services Contracts" or, if the Agency utilizes other than the formal Appendix A, in substantially the form that they appear in the Agency's general contract provisions. A copy of the applicable document is available through the Authorized Agency Contact Person.
- D. **Contract Award** Contract award is subject to each of the following, applicable conditions: New York City Fair Share Criteria, New York City MacBride Principles Law; submission by the proposer of the New York City Department of Small Business Services/Division of Labor Services Employment Report and certification by that office; submission by the proposer of the requisite VENDEX Questionnaires/Certificates of No Change and review of the information contained therein by the New York City Department of Investigation; all other required oversight approvals; applicable provisions of federal, state and local laws and executive orders requiring affirmative action and equal employment opportunity; and Section 6-108.1 of the New York City Administrative Code relating to the Local Based Enterprises program and its implementation rules.
- E. **Proposer Appeal Rights** Pursuant to New York City's Procurement Policy Board Rules, proposers have the right to appeal agency non-responsiveness determinations and agency non-responsibility determinations and to protest an agency's determination regarding the solicitation or award of a contract.
- F. **Multi-Year Contracts** Multi-year contracts are subject to modification or cancellation if adequate funds are not appropriated to DYCD to support continuation of performance in any City fiscal year succeeding the first fiscal year and/or if the contractor's performance is not satisfactory. DYCD will notify the contractor as soon as is practicable that the funds are, or are not, available for the continuation of the multi-year contract for each succeeding City fiscal year. In the event of cancellation, the contractor will be reimbursed for those costs, if any, which are so provided for in the contract.
- G. **Prompt Payment Policy** Pursuant to the New York City's Procurement Policy Board Rules, it is the policy of the City to process contract payments efficiently and expeditiously.
- H. **Prices Irrevocable** Prices proposed by the proposer shall be irrevocable until contract award unless the proposal is withdrawn. Proposals may only be withdrawn by submitting a written request to DYCD prior to contract award but after the expiration of 90 days after the opening of proposals. This shall not limit the discretion of DYCD to request proposers to revise proposed prices through the submission of best and final offers and/or the conduct of negotiations.
- I. **Confidential, Proprietary Information or Trade Secrets** Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information, or trade secrets and provide any justification why such materials, upon request, should not be disclosed by the City. Such information must be easily separable from the non-confidential sections of the proposal.
- J. **RFP Postponement/Cancellation**. The agency reserves the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.
- K. **Proposer Costs**. Proposers will not be reimbursed for any costs incurred to prepare proposals.
- L. **Charter Section 312(a) Certification**. The Department of Youth and Community Development has determined that the contract(s) to be awarded from this Request for Proposals (PIN: 26007OSTERFP) for Out-of-School Time Programs for Youth – Elementary School Expansion will not directly result in the displacement of any New York City employee.



Agency Chief Contracting Officer

3.3.10

Date

Message from the New York City Vendor Enrollment Center
Get on mailing lists for New York City contract opportunities! Submit an NYC-FMS Vendor Application – Call (212) 857-1680

APPENDIX A: OST GOALS CHART

<u>Goal</u>	Program Requirements	Examples of Program Features/Activities	Examples of Quality Indicators
1. Provide a safe environment	<ul style="list-style-type: none"> • Comply with applicable health and safety regulations, including the School-age Child Care (SACC) regulations and Americans with Disabilities Act (ADA) • Establish a security plan, including emergency evacuation procedures • Post relevant emergency evacuation instructions • Utilize procedure for screening staff and volunteers for criminal conviction history • Develop procedure for elementary school programs to ensure safe passage of students from classrooms to the program sites 	<ul style="list-style-type: none"> • Staff creates and enforces a buddy system for all students • Program establishes codes of conduct for staff and participants 	<ul style="list-style-type: none"> • Participants and family members are aware of safety guidelines • Parents/legal guardians, children and staff express positive feedback on the safety of the program environment • Incidence of accidents is low • Health and safety inspection reports are satisfactory
2. Foster high expectations for participants and 3. Foster the development of consistent and positive relationships with adults and peers and a sense of community	<ul style="list-style-type: none"> • Employ staff, including those who do not work directly with children (security, custodial, etc.), who are trained to support positive youth development • Provide regular opportunities for communication among staff, participants, families, and communities • Provide information and referral services for participants 	<ul style="list-style-type: none"> • Program provides opportunities for positive social interaction, such as: small group activities, intergenerational activities, individual and group counseling, volunteering and community involvement, and activities for parents • Staff provide active listening, one-on- one guidance and support for participants • Time is provided for participants to meet individually with program staff • Staff are fluent in the languages spoken by program participants and family members • Program collaborates with surrounding schools, community-based providers, parents, community boards, local police precincts, youth councils, faith-based organizations, local elected officials, and libraries 	<ul style="list-style-type: none"> • Participants express positive feelings and attitudes toward and about adult staff and peers • Participants report a welcoming atmosphere at the program site • Parents report that program staff place high expectations upon participants and help them meet those expectations

<u>Goal</u>	Program Requirements	Examples of Program Features/Activities	Examples of Quality Indicators
4. Support the needs of working families	<ul style="list-style-type: none"> Comply with the minimum program hours listed in Section II-D of the RFP Be accessible to children with disabilities 	<ul style="list-style-type: none"> Program holds frequent parent/staff nights for parents to give feedback to program directors and staff Opportunities for parental input and/or involvement are available Parent/guardian and youth advisory committees are established and active Parents/guardians are able to observe their children in program activities, upon request Parent orientation and information sessions are provided 	<ul style="list-style-type: none"> Parents/guardians report satisfaction with hours of operation, location, activities, communication with program staff, and handling of complaints Program participation rates among children of working parents/guardians are high Family members participate in program activities
5. Support healthy behaviors and physical wellbeing	<ul style="list-style-type: none"> Comply with applicable health and safety regulations, including the School-age Child Care (SACC) regulations and Americans with Disabilities Act (ADA) For school-age child care programs, as per the SACC regulation: schedule time for quiet activities and active play; supply age-appropriate materials and play equipment; provide nutritious snacks and/or meals Program facilities have appropriate equipment and resources for planned physical activities Provide information and referral services for participants 	<ul style="list-style-type: none"> Youth participate in outdoor play, team and individual sports Program offers opportunities for participants to discuss healthy relationships and key health issues with adults and peers Program offers activities that promote individual and family health, including access to community health resources Program has health experts hold workshops/presentations on issues, including but not limited to eating and nutrition, parenting classes, substance abuse support groups, HIV/AIDS/STD awareness, violence prevention and self defense, mental health 	<ul style="list-style-type: none"> Participants and family members demonstrate knowledge and awareness of healthy lifestyles, consistent with activities and information presented by the program Parents/guardians report satisfaction with the program facilities and the physical activity of participants Families use information provided by the program regarding health issues and health related services – for example, family members utilize clinical services recommended by the program

<u>Goal</u>	Program Requirements	Examples of Program Features/Activities	Examples of Quality Indicators
<p>6. Strengthen young people's academic skills</p>	<ul style="list-style-type: none"> • For school-aged child care programs, comply with staff- to-participant ratios and staff qualifications set forth in the SACC regulations • For elementary and middle school programs, provide opportunities and support for participants to complete their homework 	<ul style="list-style-type: none"> • Program offers individual and small group support for academic skill development • Time is allocated for OST staff to learn about school curricula and strategies to integrate academics with OST activities • School staff attend OST program activities and events • Program staff attend school activities and events • Participants learn through a variety of means, including peer tutoring, career exploration, drama/theater, recreational reading, test preparation activities, book clubs, computer/media projects, story telling, field trips and/or visits to local libraries • Activities address a range of skill areas, including literacy, language acquisition, mathematics, social studies, current events, science and the humanities, writing, and career exploration • Program staff consult and coordinate with school teachers/staff and families about participants' academic progress • Principals, regional/school staff, and OST program staff share information regarding academic content and programming 	<ul style="list-style-type: none"> • Participants create portfolios of completed academic projects, such as creating a book for children, family histories, and/or neighborhood profiles • Participants demonstrate improvement in completing their homework • Parents/guardians report satisfaction with program's academic component • Participants gain knowledge, as measured by pre- and post-testing

<u>Goal</u>	Program Requirements	Examples of Program Features/Activities	Examples of Quality Indicators
7. Support the exploration of youth interests and development of skills and creativity	<ul style="list-style-type: none"> For middle and high school programs, offer a variety of activity options to participants Provide information and referral services to participants 	<ul style="list-style-type: none"> Staff provide guidance and support to help students choose and explore areas of interest Program provides opportunities to practice new skills and/or to deepen ones learned previously (for example, to conduct a project that requires learning about young children or the elderly) Program offers incentives for exploring new interests or deepening current ones Children and youth are encouraged to develop a wide range of skills, including sports, visual, creative and performing arts, financial literacy and life skills, youth leadership and youth activism, career exploration and job development, environmental awareness and exploration, public speaking and debate Participants are provided with opportunities to learn about and, for older youth, explore career interests through internships, work experiences, group projects and other activities <ul style="list-style-type: none"> Program maintains consultation between the program staff, families and teachers about student interests and skills 	<ul style="list-style-type: none"> Participants report staff are supportive of their interests Participants report satisfaction that program provided opportunities and support to explore their interest(s)
8. Support youth leadership development	<ul style="list-style-type: none"> Provide age-appropriate opportunities for participants to exercise leadership skills, including but not limited to planning and designing program activities 	<ul style="list-style-type: none"> Program offers participant-organized sports, arts, and/or community service activities Program provides peer counseling and mentoring opportunities A youth advisory board is established for the program, made up of current and past program participants Participants meet leaders in their local community Participants are recognized for their program or civic contributions 	<ul style="list-style-type: none"> Participants and/or families report involvement in leadership and/or service activities Participants demonstrate leadership skills, as documented in recorded observations of program staff Participant leadership activities are recognized by local media or community groups

<u>Goal</u>	Program Requirements	Examples of Program Features/Activities	Examples of Quality Indicators
<p>9. Promote community engagement and respect for diversity</p>	<ul style="list-style-type: none"> • Establish linkages with surrounding schools, appropriate community groups, and other service providers to enhance program services • Create opportunities for participants to explore their cultural identity and increase their awareness of and sensitivity to diverse cultures • Staff trained in issues of cultural diversity 	<ul style="list-style-type: none"> • Program activities jointly engage community members and youth • Program activities reflect needs and interests of diverse groups – for example, cultural and/or religious events • Program materials and resources, including books and/or posters, reflect the cultural identities of participants • Youth have the opportunity to participate in community forums, projects, workshops and volunteer activities (e.g., community-wide service projects, food drives, neighborhood safety and beautification campaigns, tenant education and advocacy) • Youth interact with people of different backgrounds in a variety of settings; for example: support groups, rap groups, team sports, arts and cultural programs, community councils, and cultural festivals • Program offers field-trips to diverse neighborhoods, cultural centers, and community centers • Program collaborates with surrounding schools, community-based providers, parents, community boards, local police precincts, youth councils, faith-based organizations, local elected officials, and libraries 	<ul style="list-style-type: none"> • Participants, parents/guardians report that program provides an open, tolerant, and respectful environment • Participants are able to describe ways that the program recognizes and supports cultural differences and strengths • Documentation shows that youth participated in community events reflecting the different cultures of the community • Program enrollment and attendance are representative of community diversity

APPENDIX B:

SYNOPSIS OF YOUTH DEVELOPMENT PRINCIPLES

PIN #: 26011OSTPRFP

Synopsis of Youth Development Principles

An Introduction to Positive Youth Development⁵

What is Positive Youth Development?

Positive youth development is an approach, a way to think about young people, that focuses on their *assets* (capacities, strengths, and developmental needs) and not solely on their *deficits* (risks, negative behaviors, and problems). This approach calls for shifting attention away from a crisis mentality that concentrates on stopping problems, to developing careful strategies that increase young people's exposure to positive and constructive relationships and activities that promote healthy, responsible, and compassionate choices.

It is imperative that young people have diverse opportunities for learning, for guidance, for meeting challenges, for exploring limits, for experiencing consequences, for developing self-confidence and self-control, for helping others, and for improving their communities.

There are several schools of thought that view positive youth development from different perspectives. Listed below are the main principles of positive youth development. They should be considered when incorporating a positive youth development approach into your youth-serving program.

Strengths more than risks or deficits: Instead of focusing solely on reducing problems, risks, or deficits, youth development focuses on building strengths. A focus on positive outcomes does not eliminate the need to address problems or provide services; rather, it complements those efforts.

Youth Engagement more than services *for* youth: Programs can too quickly focus on how to "serve" youth or "meet young people's needs." This approach assumes that young people are the consumers or recipients of services. A youth development approach requires youth program staff to view young people as *resources, contributors, and leaders* in their program.

Youth/Adult Relationships more than programs: Organizations often assume that simply providing new programs will lead to positive outcomes for young people. However, what is often overlooked is the importance of the relationships between young people and adults that are created and strengthened as a result of the programs.

Youth Voice not controlling or directing: Viewing young people as partners in your program and enabling them to have meaningful roles in your agency will boost your program's authenticity, energy and ultimate effectiveness.

Community Involvement not just family members and professionals: Positive youth development emphasizes inspiring, inviting, and equipping *all* community residents from *all* segments of the community to contribute to the well-being of young people.

Long Term Involvement not a quick fix: A positive youth development approach requires a long-term outlook that recognizes that importance of ongoing, positive opportunities and relationships to help young people succeed as adults.

Features of Positive Youth Development Settings

Experience and research have shown that young people need a set of personal and social assets that will increase their healthy development and well-being, and facilitate a successful transition from childhood, through adolescence, and into adulthood. A report from the National Research Council and the Institute of Medicine entitled *Community Programs to Promote Youth Development* grouped these assets into four broad categories: physical, intellectual, psychological and emotional, and social development.

⁵ Adapted from: ACT for Youth Downstate Center for Excellence, ACT for Youth Upstate Center of Excellence (2003). *A Guide to Positive Youth Development*. New York: Mount Sinai Adolescent Health Center. See ACT Web sites: Downstate Center for Excellence: <http://www.mountsinai.org/cfe> Upstate Center of Excellence: http://www.human.cornell.edu/actfor_youth

Continued exposure to positive experiences, settings, and people, as well as opportunities to gain and refine life skills, supports young people in the development and growth of these assets.

It is important to understand that as a youth-serving program, you play an essential role in helping young people acquire the assets to help them become successful adults. The settings in which you provide services help to support the development of assets by the young people you serve. From the report *Community Program to Promote Youth Development*, positive developmental settings provide:

- Structure that is developmentally appropriate, with clear expectations for behavior as well as increasing opportunities to make decisions, to participate in governance and rule-making, and to take on leadership roles as young people mature and gain more expertise;
- Opportunities for young people to experience supportive relationships with adults;
- Opportunities to learn how to form close, durable human relationships with peers that support and reinforce healthy behaviors;
- Opportunities to feel a sense of belonging and to feel valued;
- Opportunities to develop positive social values and norms;
- Opportunities for skill building and mastery;
- Opportunities for young people to develop confidence in their abilities to master their environment (a sense of personal efficacy);
- Opportunities for young people to make a contribution to their communities and to develop a sense of mattering; and
- Strong links between families, schools and broader community resources.

As you develop or continue to strengthen your youth-serving program, you can incorporate positive youth development principles into your program design and create settings that provide the features and opportunities noted above.

How Can Positive Youth Development Be Infused Into Your Program?

When thinking about ways to infuse positive youth development into your program, remember that youth development activities bridge interrelated yet distinct groups – from individuals to families to schools to communities to the sponsoring agency to collaborating partners.

Listed below are some examples of how positive youth development principles and opportunities could be incorporated into your youth-serving program. The examples are not exhaustive; there are many other ways to provide youth development opportunities to your peers and program participants. When thinking about developing and providing youth development opportunities, it can be helpful to consider how those opportunities can become an integral component of your youth-serving program design and how they can address the specific needs of the young people you serve.

Strengths:

- add questions to your intake form to gather information about your program participants' strengths, interests, hobbies, etc.;
- become familiar with the strengths and interests of the young people you work with and create and take advantage of opportunities to foster those strengths and interests;
- provide training to program and administrative staff and board members on youth development concepts and strategies;
- provide opportunities to explore career interests and pursue employment – *e.g.*, resume development, internships at your agency or other agencies;
- explore options for higher education – *e.g.*, information about GED programs, technical schools, college, etc.;
- create opportunities to pursue creative and physical interests – *e.g.*, dance, arts, gardening, sports, etc.;
- start a book club where participants read and facilitate discussions about books of their choosing.

Youth Engagement:

- ask program participants about what types of services and activities they would like to have available through your program and agency;
- establish a group of participants or peers to evaluate the effectiveness of your program's services;
- create youth-led program committees – *e.g.*, staff/peer recruitment and hiring, program materials development, media relations, etc.;
- create forums for young people to present/teach their skills and interests to other young people.

Youth/Adult Relationships:

- create opportunities for program staff and participants/peers to meet on an informal basis;
- design a mentor program;
- invite community residents to share a skill, hobby, or profession with participants;
- invite family members and community residents to recognition events to celebrate young people's accomplishments;
- create opportunities for young people to showcase their talents to their family members, agency staff and community residents;
- sponsor informational presentations that bring together young people and family members – *e.g.*, parenting skills, communication skills, etc.;
- sponsor tournaments that bring young people, parents, and other adults together to play board games, sporting events, etc.

Youth Voice:

- create a youth advisory board for your agency's Board of Directors;
- have program participants/peers present at a meeting of the Board of Directors;
- have a young person become a member of the Board of Directors;
- support young people in writing letters to the editor/editorials for local newspapers;
- invite young people to contribute articles to your agency's newsletter;
- encourage young people to become involved with their schools' various education committees;
- arrange opportunities for young people to educate their parents, community residents, and local and state elected officials about issues of concern;
- assist young people in registering to vote;
- assist participants/peers to conduct youth-developed and administered surveys of young people in their community on topics of concern and interest;
- support young people in advocating for themselves and their peers.

Community Involvement:

- encourage participants/peers to attend meetings of community and school boards;
- invite community residents to attend a program activity;
- form partnerships with community organizations in order to provide more opportunities and supports for program participants and peers;
- encourage and support young people to volunteer in community agencies and community events – *e.g.*, health fairs, community gardens, athletic leagues, community improvement initiatives, recreational programs;
- involve participants/programs in mapping the youth-friendly services and businesses available in their community, creating a directory of community resources, and advocating for additional or missing resources.

Long -Term Involvement

- sponsor reunions of program participants and peers;
- invite former participants and peers to special events – *e.g.*, picnics, holiday parties, recognition events;
- hire former program participants;
- regularly communicate with former participants and peers – *e.g.*, letters, newsletters;
- provide ongoing training opportunities to staff of your agency and other community agencies on youth development principles.

APPENDIX C:

DEPARTMENT OF EDUCATION CONFLICT OF INTEREST BOARD STATEMENT

OST PARKS REQUEST FOR PROPOSALS

PIN #: 260110STPRFP



THE NEW YORK CITY DEPARTMENT OF EDUCATION

Joel I. Klein, Chancellor

Michael Best, General Counsel

February 27, 2007

To: Out-of-School Time Providers
From: David B. Schacher, DOE Ethics Officer
Re: Conflicts of Interest Board Waiver Expansion Permitting DOE Teachers and Parent Coordinators to work as Part-Time Program Directors for OST Programs

I am writing to you about an expansion of the waiver granted by the Conflicts of Interest Board, at Chancellor Joel I. Klein's request. The waiver permits Out-of-School Time ("OST") providers to hire Department of Education (DOE) teachers and parent coordinators to run OST programs as part-time Program Directors.

While the Department of Youth and Community Development (DYCD) has recommended that these programs be supervised by full time staff, smaller programs may not have the budget to support salaried staff. DYCD guidelines state that any elementary/middle school programs serving 100 or more children are required to have a full time staff person in charge of operations.

Those programs that do not meet the guideline threshold will be allowed to employ part-time Program Directors. Part-time Program Directors are responsible for the day-to-day operation of the OST programs and perform various supervisory duties, such as planning programs, making hiring/staffing decisions, allocating program resources and supervising Educational Coordinators. Part-time Program Directors are expected to work twenty hours per week.

However, there are very important conditions to this waiver to which OST providers must adhere strictly:

- 1) In a school where a DOE teacher or parent coordinator assigned to that school is also employed by an OST provider as the program director and one of the school's APs is working as the educational coordinator, the AP cannot not be supervised by the teacher or parent coordinator directing the OST program. Instead the AP must be directly supervised by the OST provider's personnel.
- 2) DOE Teachers and parent coordinators working for OST programs under this, and any other waivers granted by COIB, may not be involved in contract negotiations between the OST provider and the DOE or any other New York City agency.

ATTACHMENT 1: Proposal Summary Form

PIN #: 26011OSTPRFP

Organization: _____ EIN: _____

Address: _____

_____ City State Zip Code

Contact Name: _____ Title: _____

Contact Email: _____

Telephone: _____ Fax: _____

Competition/Site: (Check only one)

- St. John's Recreation Center, 1251 Prospect Place, Brooklyn, NY 11213:
- Metropolitan Pool Recreation Center, 261 Bedford Avenue, Brooklyn, NY 11211:
- Arrow Community Center, 35-30 35th Street, Queens, NY 11106:

Enrollment and Price Proposal Summary

a. Non-Disabled Youth To Be Served	b. Rate per Participant	c. Youth with Disabilities To Be Served	d. Rate per Participant	Total Participants	DYCD Funding Request:
	\$		\$		\$

Note:

- The maximum price per participant is \$540
- $DYCD \text{ Funding Request} = (a \times b) + (c \times d)$

SACC License Status (at the proposed site): DYCD will not release funds to such proposers awarded a contract until they are licensed.

- Presently Have SACC License Number and Expiration _____
- Have Applied, Awaiting Decision
- Will Apply Prior to Programming

Is the response printed on both sides, on recycled paper containing the minimum percentage of recovered fiber content as requested by the City in the instructions to this solicitation? Yes No

Authorized Representative: _____ **Title:** _____

Email: _____ **Phone:** _____

ATTACHMENT 2: Corporate Governance Certification

PIN #: 26011OSTPRFP

To enter into a contract with DYCD, each organization must certify that its organizational capability is sufficient to support the services it has contracted to provide. To certify, complete the form below, including the attached list of the members of the Board of Directors, with the name, title, address, telephone number, and e-mail address of each member.

I, _____, am the Chairperson of the Board of _____ (“Proposer”), a not-for-profit organization that has proposed to provide certain youth or community development services. I hereby certify that the Proposer:

1. Is governed by a Board of Directors, whose names and addresses are fully and accurately set forth on the attached list.
2. Maintains its corporate books and records, including minutes of each meeting, at the Proposer address Stated on the Proposal Summary Form (Form 1 of this RFP).
3. Has held in the past 12 months _____ meetings of the Board of Directors at which a quorum was present.
4. Reviews, at least annually, at a meeting of the Board of Directors and has reviewed in the past 12 months each of the following topics:
 - a. Executive compensation
 - b. Internal controls, including financial controls
 - c. Audits
 - d. Program operations and outcomes.

Name of Organization (Print)

Name of Board Chairperson (Print)

Signature of Board Chairperson

Sworn to before me this _____ day of _____, 20__.

NOTARY PUBLIC

ATTACHMENT 3: Program Activities Schedule

PIN #: 26011OSTPRFP

Proposer:

Assuming a 36 week program period during the school year:

Total Number of Unduplicated Participants: Age Range: to

Number of Hours per Week of Total Program Activity:

PROGRAM ACTIVITY	OST GOAL(S)	ACTIVITY CATEGORY	BRIEF DESCRIPTION OF PROGRAM ACTIVITY	FREQUENCY/TIME	GROUP SIZE

Attach additional pages if necessary

INSTRUCTIONS FOR ATTACHMENT 3

Complete the Program Activities Schedule (Attachment 3), indicating the specific activity(ies) that will be provided by the proposed OST program.

At the top of the form, indicate the name of the proposer, the total number of unduplicated participants to be served in one 12-month period beginning in July and ending in June, the age range of the youth participants, and the number of weeks per year and hours per week of total program activity.

In the appropriate columns of the schedule chart, indicate for each program activity:

- **Program Activity** - name of the activity
- **OST Goal(s)** – the OST goal(s) addressed by the activity
- **Activity Category** – the category of youth program activity in which the activity belongs. Use the following key to identify the appropriate category:

1 = Academic Enhancement

2 = Career Awareness/School-to-Work Transition

3 = Life Skills

4 = Community Building

5 = Physical Recreation

6 = Arts and Culture

- **Brief Description of Program Activity** – Briefly describe the activity. Indicate how participants will interact with each other, program staff, and others, if applicable, involved in the activity. Describe how the activity will be presented, such as in a large group, in a small group, and/or individually.
- **Frequency/Time** – Indicate the amount of time that will be devoted to each activity and how often the activity will occur, such as “6 weeks per year, once a week, for an hour .”
- **Group Size** – Identify the total number of participants to be enrolled in each activity.

ATTACHMENT 4: Linkage Agreement Form

PIN #: 26011OSTPRFP

Proposer: _____

INSTRUCTIONS: This agreement is a demonstration of a commitment to integrate service delivery through working relationships with other organizations. It is not a consultant agreement. Provide one Linkage Agreement for each organization with which you will be working. Duplicate this form as needed.

Pursuant to the proposal submitted by _____ in
(Proposing Organization)
response to the OST Parks Request for Proposals from the Department of Youth and Community Development, the proposer, if funded, will establish programmatic linkage with
_____ in the form and manner described below.
(Linked Organization)

Describe the proposed programmatic linkage, including how referrals and follow-up services for individuals will be maintained.

Proposing Organization:

Linked Organization:

Authorized Representative

Authorized Representative

Title

Title

Signature

Signature

Date

Work Address

Work Telephone Number

Date

ATTACHMENT 5: Proposal Budget Summary Form

PIN #: 26011OSTPRFP

Organization:		EIN:	
Account Code	Category	DYCD Funding Request:	
Personnel Services			
1100	Salaries and Wages	\$	
	Full Time:	\$	
	Part Time:	\$	
1200	Fringe Benefits	\$	
1300	Central Insurance Program	\$	
	Total Personnel Services:	\$	
Non-Staff Services			
2100	Consultants	\$	
2200	Sub-contractors	\$	
2300	Stipends	\$	
2400	Vendors	\$	
	Total Non-Staff Services:	\$	
Other Than Personnel Services			
3100	Consumable Supplies	\$	
3200	Equipment Purchases	\$	
3300	Equipment Other	\$	
3400	Space Costs	\$	
3500	Travel	\$	
3600	Utilities & Telephone	\$	
3700	Other Operational Costs	\$	
	Other Costs:	\$	
	Indirect Costs:	\$	
3800	Fiscal Agent Services	\$	
	Total Other Than Personnel Services:	\$	
	Total DYCD Funding Request:	\$	

Proposal Budget Summary Category Definitions

Personnel Services

1100 Salaries and Wages

- The Salaries are divided in two categories:
 - Full Time employees: Persons who work 35 hours or more per week
 - Part Time employees: Persons who work less than 35 hours per week

1200 Fringe Benefits

- Fringe Benefits must include FICA. Charges to Fringe Benefits may also include unemployment insurance, worker's compensation, disability, pension, life insurance and medical coverage as per your policies. Enter the Fringe Benefit rate as indicated on the budget summary page. Fringe rates must not be less than 7.65% or exceed 30% of total salaries. If the contractor uses the Fiscal Agent, the minimum rate for Fringe Benefits is 12.65%.

1300 Central Insurance Program (CIP)

- Proposers without general liability insurance at the time of selection have the option of purchasing insurance through CIP or other sources. CIP includes general liability, special accident, property insurance (equipment), worker's compensation and disability, at a cost of 4.5% of the total program cost. CIP only covers DYCD- funded programs and activities. All funded programs must have general liability insurance of \$1 million, with a certificate naming DYCD and the City of New York as additional insureds, if they do not participate in CIP.

Non-Staff Services

2100 Consultants

- An independent individual with professional and/or technical skills retained to perform specific tasks or complete projects related to the program that cannot be accomplished by regular staff. Consultant cannot be a salaried employee.

2200 Subcontractors

- An independent nonprofit entity retained to perform program services. A subcontract will be part of the DYCD contract and will be registered with the NYC Comptroller. Each Subcontractor's EIN# must be listed on the subcontract and on its budget.

2300 Stipends

- An incentive allowance ONLY for the benefit of a participant and/or client.

2400 Vendors

- An independent business entity retained to provide non-program services. Examples: Cleaning Services, Security and Accounting Services.

Other Than Personnel Services

3100 Consumable Supplies

- Supplies that are not lasting or permanent in nature, such as office, program and/or maintenance supplies.

3200 Equipment Purchases

- Purchase of equipment that is durable or permanent, such as furniture, printers, calculators, telephones, computers. All equipment and/or furniture purchased with DYCD funds at a cost of \$500 or more become the property of The City of New York/DYCD. If the program is terminated, all such items must be returned to DYCD.

3300 Equipment Other

- The rental, lease, repair and maintenance of office/programmatic equipment utilized in the program's operation. This category also includes Computer Software.

3400 Space Costs

- Public School: Opening fees and room rentals paid to the Department of Education (DOE) or
- Space Cost/Other: All other rent paid by a program for all sites utilized by that program. It also includes all related charges associated with the use of the site such as minor repairs and maintenance costs. No renovation or construction projects can be budgeted or paid for with DYCD program funds.
- After being selected, all contractors charging for space cost are required to submit a Space Cost - Cost Allocation Plan. In addition, you will be required to submit a copy of your lease, DOE permit and/or month to month rental agreement at the time of the budget submission.

3500 Travel

- Local travel (i.e., bus and subway fares) by the employees of the program to and from sites that are being used for day-to-day programmatic functions. Expenditures for employees who use their personal automobile for business are reimbursed a maximum of \$0.28 per mile plus tolls. Charge to this account all participant related travel, such as bus trips and local travel.

3600 Utilities & Telephone

- Utilities & Telephone costs associated with the proposed program.

3700 Other Operational Costs

- This category is separated into two subcategories (3710 and 3720).
 - Other Costs: Items such as audit costs, postage, printing and publications, subscriptions, internet fees, etc. Also include any other operating costs that cannot be classified in any other category. In addition, include costs associated with and for the benefit of the participants such as food, refreshments, entrance fees, awards, T-shirts, uniforms, and sporting equipment. This category also includes general liability insurance for contractors not in the Central Insurance Program.
 - Indirect Costs: The purpose of Indirect Cost is to capture overhead costs incurred by a contractor operating several programs. The maximum allowable rate is 10% of the total budget.

3800 Fiscal Agent Services

- All contractors now have the option of purchasing the services of the Fiscal Agent. A contractor may also be required by DYCD to have its funds administered by the Fiscal Agent. An agency that chooses or is mandated to utilize the Fiscal Agent must have all DYCD contracts administered by the Fiscal Agent. The following is a brief description of services that will be offered by the Fiscal Agent: Establish financial records, maintain and report on available budget balance, verify invoices, provide payroll services and personnel reporting, be responsible for the timely filing and payments of employment related taxes, and maintain an Accounts Payable and Ledger system in accordance with generally accepted accounting practices and procedures.
- Fiscal Agent services will be charged from your total budgeted amount at this scale:

Budget \$ Value	Fiscal Agent Services Fee
\$0 - \$25,000	\$1,200
\$25,001 - \$50,000	\$3,500
\$50,001 - \$100,000	\$5,100
\$100,001 - \$250,000	\$7,100
Over \$250,001	\$10,000



Doing Business Data Form

To be completed by the City Agency prior to distribution			
Agency: _____		Transaction ID: _____	
Check One:	Transaction Type (check one):		
<input type="checkbox"/> Proposal	<input type="checkbox"/> Concession	<input type="checkbox"/> Contract	<input type="checkbox"/> Economic Development Agreement
<input type="checkbox"/> Award	<input type="checkbox"/> Franchise	<input type="checkbox"/> Grant	<input type="checkbox"/> Pension Investment Contract

Any entity receiving, applying for or proposing on an award or agreement must complete a Doing Business Data Form (see Q&A sheet for more information). Please either type responses directly into this fillable form or print answers by hand in black ink, and be sure to fill out the certification box on the last page. **Submission of a complete and accurate form is required for a proposal to be considered responsive or for any entity to receive an award or enter into an agreement.**

This Data Form requires information to be provided on principal officers, owners and senior managers. The name, employer and title of each person identified on the Data Form will be included in a public database of people who do business with the City of New York; no other information reported on this form will be disclosed to the public. **This Data Form is not related to the City's VENDEX requirements.**

Please return the completed Data Form to the City Agency that supplied it. Please contact the Doing Business Accountability Project at DoingBusiness@cityhall.nyc.gov or 212-788-8104 with any questions regarding this Data Form. Thank you for your cooperation.

Section 1: Entity Information

Entity Name: _____

Entity EIN/TIN: _____

Entity Filing Status (select one):

- Entity has never completed a Doing Business Data Form. *Fill out the entire form.*
- Change from previous Data Form dated _____. *Fill out only those sections that have changed, and indicate the name of the persons who no longer hold positions with the entity.*
- No Change from previous Data Form dated _____. *Skip to the bottom of the last page.*

Entity is a Non-Profit: Yes No

Entity Type: Corporation (any type) Joint Venture LLC Partnership (any type)
 Sole Proprietor Other (specify): _____

Address: _____

City: _____ State: _____ Zip: _____

Phone : _____ Fax : _____

E-mail: _____

Provide your e-mail address and/or fax number in order to receive notices regarding this form by e-mail or fax.

Section 2: Principal Officers

Please fill in the required identification information for each officer listed below. If the entity has no such officer or its equivalent, please check "This position does not exist." If the entity is filing a Change Form and the person listed is replacing someone who was previously disclosed, please check "This person replaced..." and fill in the name of the person being replaced so his/her name can be removed from the *Doing Business Database*, and indicate the date that the change became effective.

Chief Executive Officer (CEO) or equivalent officer This position does not exist

The highest ranking officer or manager, such as the President, Executive Director, Sole Proprietor or Chairperson of the Board.

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

 This person replaced former CEO: _____ on date: _____**Chief Financial Officer (CFO) or equivalent officer** This position does not exist

The highest ranking financial officer, such as the Treasurer, Comptroller, Financial Director or VP for Finance.

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

 This person replaced former CFO: _____ on date: _____**Chief Operating Officer (COO) or equivalent officer** This position does not exist

The highest ranking operational officer, such as the Chief Planning Officer, Director of Operations or VP for Operations.

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

 This person replaced former COO: _____ on date: _____

Section 3: Principal Owners

Please fill in the required identification information for all individuals who, through stock shares, partnership agreements or other means, **own or control 10% or more of the entity**. If no individual owners exist, please check the appropriate box to indicate why and skip to the next page. If the entity is owned by other companies, those companies do **not** need to be listed. If an owner was identified on the previous page, fill in his/her name and write "See above." If the entity is filing a Change Form, list any individuals who are no longer owners at the bottom of this page. If more space is needed, attach additional pages labeled "Additional Owners."

There are no owners listed because (select one):

- The entity is not-for-profit
- There are no individual owners
- No individual owner holds 10% or more shares in the entity
- Other (explain): _____

Principal Owners (who own or control 10% or more of the entity):

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

Remove the following previously-reported Principal Owners:

Name: _____ Removal Date: _____

Name: _____ Removal Date: _____

Name: _____ Removal Date: _____

Section 4: Senior Managers

Please fill in the required identification information for all senior managers who oversee any of the entity's relevant transactions with the City (e.g., contract managers if this form is for a contract award/proposal, grant managers if for a grant, etc.). Senior managers include anyone who, either by title or duties, has substantial discretion and high-level oversight regarding the solicitation, letting or administration of any transaction with the City. **At least one senior manager must be listed, or the Data Form will be considered incomplete.** If a senior manager has been identified on a previous page, fill in his/her name and write "See above." If the entity is filing a Change Form, list individuals who are no longer senior managers at the bottom of this section. If more space is needed, attach additional pages labeled "Additional Senior Managers."

Senior Managers:

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

First Name: _____ MI: _____ Last: _____

Office Title: _____

Employer (if not employed by entity): _____

Birth Date (mm/dd/yy): _____ Home Phone #: _____

Home Address: _____

Remove the following previously-reported Senior Managers:

Name: _____ Removal Date: _____

Name: _____ Removal Date: _____

Certification

I certify that the information submitted on these four pages and _____ additional pages is accurate and complete. I understand that willful or fraudulent submission of a materially false statement may result in the entity being found non-responsible and therefore denied future City awards.

Name: _____

Signature: _____ Date: _____

Entity Name: _____

Title: _____ Work Phone #: _____

Return the completed Data Form to the agency that supplied it.

For information or assistance, call the Doing Business Accountability Project at 212-788-8104.



ATTACHMENT 7: Acknowledgement of Addenda

PIN #: 26011OSTPRFP

The Acknowledgement of Addenda (Form 7 below) serves as the proposer's acknowledgement of the receipt of addenda to this RFP that may have been issued by DYCD prior to the Proposal Due Date and Time. The proposer should complete this acknowledgement as instructed on the form.

COMPLETE PART I OR PART II, WHICHEVER IS APPLICABLE.

PART I: List below the dates of issuance for **each addendum received** in connection with this RFP:

ADDENDUM #1 DATED: _____, 2009

ADDENDUM #2 DATED: _____, 2009

ADDENDUM #3 DATED: _____, 2009

ADDENDUM #4 DATED: _____, 2009

ADDENDUM #5 DATED: _____, 2009

ADDENDUM #6 DATED: _____, 2009

ADDENDUM #7 DATED: _____, 2009

ADDENDUM #8 DATED: _____, 2009

PART II: Check, if applicable.

_____ NO ADDENDUM WAS RECEIVED IN CONNECTION WITH THIS RFP.

DATE ____/____/____

PROPOSER (NAME): _____

PROPOSER (SIGNATURE): _____