<table>
<thead>
<tr>
<th>Q1</th>
<th>Page 24, number 5: Can the stipend work experience component be provided in-house by the bidder?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Yes.</td>
</tr>
<tr>
<td>Q2</td>
<td>Page 12, section 3.1: Can the bidder directly employ Parent Partners?</td>
</tr>
<tr>
<td>A2</td>
<td>It is preferred that the sub-contractors identify parent partners in the community. In instances where these organizations have difficulty locating these individuals, Parent Partners may be employed by the primary agency, but those Parent Partners still must meet the criterion explained in section 4.0 of the RFP.</td>
</tr>
<tr>
<td>Q3</td>
<td>Page 17, number 3: Do bidders need to list a specific curriculum to be used at time of application/in the narrative?</td>
</tr>
<tr>
<td>A3</td>
<td>No, the CCMI Cognitive Behavioral Therapy (CBT) curriculum will be identified and designated after awardees have been chosen and after their CCMI teams have completed the Community Connections for Youth (CCFY) training.</td>
</tr>
<tr>
<td>Q4</td>
<td>Page 17, paragraph 2: Could you clarify whether or not the bidder can directly employ Credible Messengers?</td>
</tr>
<tr>
<td>A4</td>
<td>Per section 3.1 of the RFP, credible messengers must be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.</td>
</tr>
<tr>
<td>Q5</td>
<td>Page 17, paragraph 3: Please clarify whether or not the bidder should include the OCFS Case Manager in the program budget.</td>
</tr>
<tr>
<td>A5</td>
<td>Community Multi-Services Office (CMSO) personnel are New York State employees and are not funded by this grant opportunity.</td>
</tr>
<tr>
<td>Q6</td>
<td>We need to provide documentation that we are an authorized voluntary agency. What exactly should be uploaded for this question? We have operating certificates for various facilities, but is there a single document we should provide? We have material about our non-profit status as well as our 990 and Charities Registration, but that is all in Grants Gateway.</td>
</tr>
<tr>
<td>A6</td>
<td>See Section 3.1 – Minimum Qualifications and Section 5.4 – Proposal Content. For the purposes of this RFP, we define a voluntary agency as a not for profit corporation approved by OCFS to either operate a residential foster care program or to operate a foster family boarding program. Therefore, please upload your OCFS issued certificate that authorizes your agency to operate such programs.</td>
</tr>
<tr>
<td>Q7</td>
<td>There are 3 types of services for the program – credible messenger, parent partner and work-based learning. Are all youth who participate in the program to be involved in all 3 aspects?</td>
</tr>
<tr>
<td>A7</td>
<td>No, the services that will be employed for each youth will be based on that youth’s individual needs and determined by the youth’s support team. See section 4.1 of the RFP.</td>
</tr>
<tr>
<td>Q8</td>
<td>The RFP indicates there is the initial training. Would that be for everyone on the CCMI team (CMs, PPs, Program Manager and work-based learning coordinator)? Where will that training be provided? We need to know as we develop our budget and determine if we will need to include lodging and transportation.</td>
</tr>
<tr>
<td>A8</td>
<td>The “initial” or “annual” training consists of the following: (1) a 5-Day Credible Messenger Boot Camp; (2) a 2-Day Parent Peer Coach Training; (3) a 3-Day Alternative-to-Incarceration (ATI) Training Institute; (4) a 4-Day Restorative Justice Training; and (5) a 3-day immersion in New York City. Grantees should include the costs of sending a 5-person team to most trainings, although the number of persons in attendance may vary. Grantees should assume that CMs and PPs must attend all trainings. The Program Managers and Work-Based Learning Coordinator may attend some trainings. Grantees should assume that the 3-Day</td>
</tr>
<tr>
<td>Q9</td>
<td>Is the annual training described on page 31 of the RFP in addition to this initial training?</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A9</td>
<td>The annual training described on page 31 of the RFP is the same as the initial training in Year One. In subsequent years, grantees should continue to budget a similar amount for training-related travel to cover the cost of (a) training the cost of new staff when there is turnover; (b) additional training for all staff; and (c) other initiative travel and convenings.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q10</th>
<th>The RFP indicates that we should allocate up to $25,000 for the annual training. Does that amount, for the first year, include the initial training as well?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A10</td>
<td>Yes, the $25,000 is an approximate total that should cover all first-year training needs and may vary based on team composition and training locations. The training costs will vary over the course of the CCMI contract.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q11</th>
<th>Where will the annual trainings be held? How long will each training last? We want to be sure we have sufficient funds for transportation and accommodation costs as needed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>A11</td>
<td>The &quot;initial&quot; or &quot;annual&quot; training consists of the following: (1) a 5-Day Credible Messenger Boot Camp; (2) a 2-Day Parent Peer Coach Training; (3) a 3-Day Alternative-to-Incarceration (ATI) Training Institute; (4) a 4-Day Restorative Justice Training; and (5) a 3-day immersion in New York City. Grantees should include the costs of sending a 5-person team to most trainings, although the number of persons in attendance may vary. Grantees should assume that CMs and PPs must attend all trainings. The Program Managers and Work-Based Learning Coordinator may attend some trainings. Grantees should assume that the 3-Day Immersion will be provided in NYC. The other trainings will be held in an area of New York state that is optimal to balance travel time and costs among the 4 regions served by the initiative. OCFS recommends that applicants budget approximately $25,000 towards training-related travel each year, with slightly more budgeted for the first year to ensure that all personnel receive the initial training.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q12</th>
<th>Is the annual training designed specifically for the credible messengers and parent partners? The RFP indicates that we should budget for up to 5 people. Since we are going to propose 3 CMs and 2 PPs, that means the program manager will be unable to participate. Is that correct?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A12</td>
<td>The annual trainings are designed primarily for Credible Messengers and Parent Partners to learn the CCMI model and to deliver it with fidelity. OCFS assumes an average of 5 team members attending the trainings. However, the Program Manager, the Work-Based Learning Coordinator, and other team members are also welcome to attend the trainings, as long as there is sufficient space in the trainings for them to do so. Applicants that anticipate sending more than five people to a training should budget accordingly.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q13</th>
<th>We understand that we are to devote $100,000 of the $450,000 budget for work based experiences, youth development opportunities and incentives. Are these funds exempt from the discretionary budget used to calculate our MWBE amounts?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A13</td>
<td>No, just because spend must be used for a specific purpose does not make it exempt. If portions of the budget are deemed discretionary and there is MWBE availability, then it should be assessed for goals. Any portion that could be discretionary MWBE (i.e.,</td>
</tr>
<tr>
<td>Q14</td>
<td>Is there a list or clearinghouse for grassroots organizations we can work with for subcontractors? We want to be sure to work with the most appropriate groups in the region.</td>
</tr>
<tr>
<td>------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>A14</td>
<td>OCFS has no knowledge of the existence of such a list.</td>
</tr>
<tr>
<td>Q15</td>
<td>Can Credible Messengers and Parent Partners be part-time employees?</td>
</tr>
<tr>
<td>A15</td>
<td>Yes, as long as all goals and outcomes stated in section 4.0 of the RFP are achievable.</td>
</tr>
<tr>
<td>Q16</td>
<td>Can the Project Manager be a part-time employee?</td>
</tr>
<tr>
<td>A16</td>
<td>Yes, as long as all goals and outcomes stated in section 4.0 of the RFP are achievable.</td>
</tr>
<tr>
<td>Q17</td>
<td>If office locations are within CMSOs, will there be an expectation of payment for rent, utilities, internet, telephone etc.?</td>
</tr>
<tr>
<td>A17</td>
<td>Where practical, the co-location of the CCMI team in CMSO offices will be highly encouraged. There is no expectation of payment for any expenses associated with the co-location and appropriate use of state resources.</td>
</tr>
<tr>
<td>Q18</td>
<td>Is the month-long initial training held in New York City and is there an expectation of primary agencies to reimburse Credible Messengers and Parent Partners for travel, hotel and food?</td>
</tr>
<tr>
<td>A18</td>
<td>The RFP states on page 25, &quot;provide a plan for how all CCMI personnel will be made available for a month long Credible Messenger/Parent Partner training commencing after the contract is finalized.&quot; This language is not accurate. There will be five trainings totaling approximately 21 days during the initial year of the contract, but these will not happen consecutively or in the same month. They will most likely be spread out over the first year of the initiative. At least one training will be held in NYC (the 3-Day Credible Messenger Immersion) but the other trainings will be held in a location in New York State that minimizes travel time and costs for the four regions included in the initiative. Primary agencies should plan to cover the cost of travel, hotel and food for all personnel who are required to attend.</td>
</tr>
<tr>
<td>Q19</td>
<td>Is on-going training also held in New York City, if so, how often and is there an expectation of primary agencies to reimburse Credible Messengers and Parent Partners for travel, hotel and food?</td>
</tr>
<tr>
<td>A19</td>
<td>Some of the ongoing trainings will be held in NYC, but the majority trainings will be held in a location in New York State that minimizes travel time and costs for the four regions included in the initiative. Primary agencies should plan to cover the cost of travel, hotel and food for all personnel who are required to attend trainings.</td>
</tr>
<tr>
<td>Q20</td>
<td>What is the on-call expectation of Credible Messengers and Parent Partners?</td>
</tr>
<tr>
<td>A20</td>
<td>Due to the inherent nature of these positions it is the expectation that Credible Messengers and Parent Partners are available to provide support and respond to crisis situations at all hours.</td>
</tr>
<tr>
<td>Q21</td>
<td>According to Section: 3.1 Minimum Qualifications: “All bidders must be an authorized and certified voluntary agency by New York State OCFD and operate as a voluntary agency” Our Non-for-Profit agency receives funding from NYS OCF. Does that meet the eligibility criteria as a CCMI bidder? If not, what does?</td>
</tr>
<tr>
<td>A21</td>
<td>See Section 3.1 – Minimum Qualifications and Section 5.4 – Proposal Content. For the purposes of this RFP, we define a voluntary agency as a not for profit corporation approved by OCFS to either operate a residential foster care program or to operate a foster family</td>
</tr>
<tr>
<td>Q22</td>
<td>On page #17 of the RFP, the CCMI model speaks to the structure of the CCMI team and how they should operate through sub-contractors. However, page #18 of the CCMI Bidders Conference presentation states OCFS will “contract with a lead agency that has the ability to employ Credible Messengers.” My questions are, can one agency, with the existing capacity, implement the model in full without a sub-contractor; or is sub-contracting mandatory?</td>
</tr>
<tr>
<td>A22</td>
<td>Per section 3.1 of the RFP, credible messengers <strong>must</strong> be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.</td>
</tr>
<tr>
<td>Q23</td>
<td>May the stipend part of the Work Based Learning be provided in-house by the Primary Agency?</td>
</tr>
<tr>
<td>A23</td>
<td>Yes.</td>
</tr>
<tr>
<td>Q24</td>
<td>In measuring outcomes, are we going to set up different deliverable systems in order to monitor, on a quarterly basis, how those outcomes are going to be met?</td>
</tr>
<tr>
<td>A24</td>
<td>The contract will be a line item based budget with outcome targets to measure performance as outlined in the RFP.</td>
</tr>
<tr>
<td>Q25</td>
<td>How are we going to determine where Credible Messengers will be located? Particularly, the question is about Long Island, which is, by name, a long island, and there are kids in and dispersed throughout the island.</td>
</tr>
<tr>
<td>A25</td>
<td>Credible Messengers location will be determined by OCFS placement data. The target areas or neighborhoods will be those that historically produce the largest number and the most high-risk youth in need of re-entry services and supervision. See section 4.1 of the RFP.</td>
</tr>
<tr>
<td>Q26</td>
<td>There will be times when there will be confidential or sensitive information or understanding that may come up against OCFS Policy and Procedure. What is the plan for how we will direct our CCMI partners to handle those kinds of situations?</td>
</tr>
<tr>
<td>A26</td>
<td>Protocols will be developed in a collaborative manner, with technical assistance provided by CCFY staff, at each location specific to the reporting of violations, confidential and/or sensitive information.</td>
</tr>
<tr>
<td>Q27</td>
<td>Who are the Voluntary Agencies in perspective areas?</td>
</tr>
<tr>
<td>A27</td>
<td>This is contingent on which voluntary agencies choose to apply to this funding opportunity. OCFS cannot answer this question at this time.</td>
</tr>
<tr>
<td>Q28</td>
<td>There is, in our presentation, PowerPoint, there is an allusion to a Cognitive Behavioral Therapy curriculum being used. Do we have to name that curriculum in the proposal?</td>
</tr>
<tr>
<td>A28</td>
<td>The CCMI CBT curriculum will be developed after awardees have been chosen and after completion of CCMI training.</td>
</tr>
<tr>
<td>Q29</td>
<td>Is there a caseload time-frame for youngsters who are part of a CCMI team? Being serviced by a CCMI team?</td>
</tr>
<tr>
<td>A29</td>
<td>There are no timeframes associated with this process and will vary from youth to youth based on individual needs and engagement. See section 4.1 of the RFP.</td>
</tr>
<tr>
<td>Q30</td>
<td>How is a Voluntary Agency defined?</td>
</tr>
<tr>
<td>Q31</td>
<td>Given the fact that we are talking about regional catchment areas, and those catchment areas are quite large, that involve multiple counties and the distances are probably large, if we have a youngster who is in one of our outlying areas, will CCMI teams possibly be able to service that youngster, or be expected to service that youngster? Be expected to service that youngster.</td>
</tr>
<tr>
<td>A31</td>
<td>OCFS understands that the regions cover broad areas and is expecting bidders to provide proposals that encompass providing service to OCFS youth in communities that have the highest concentration of OCFS-placed youth. Proposers do not have to currently cover all localities where outlying OCFS placed youth may reside. As populations may change it would be expected that the vendors accommodate such shifts.</td>
</tr>
<tr>
<td>Q32</td>
<td>There are bonus points being given for B2H providers; can those bonus points be given to organizations who are also OMH waiver providers?</td>
</tr>
<tr>
<td>A32</td>
<td>No, the B2H bonus points noted in section 5.0 will only be awarded to B2H providers.</td>
</tr>
<tr>
<td>Q33</td>
<td>Can larger agencies also, in addition to other sub-contractors, employ credible messengers themselves?</td>
</tr>
<tr>
<td>A33</td>
<td>Per section 3.1 of the RFP, credible messengers must be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.</td>
</tr>
<tr>
<td>Q34</td>
<td>Is the PowerPoint available electronically?</td>
</tr>
<tr>
<td>A34</td>
<td>The PowerPoint will be posted with the Q&amp;As.</td>
</tr>
<tr>
<td>Q35</td>
<td>If there are grassroots organizations identified by the primary agency, but that grassroots organization actually doesn’t have individuals who meet that criteria, can the primary agency help the sub-contractor hire folks who meet the criteria?</td>
</tr>
<tr>
<td>A35</td>
<td>Yes.</td>
</tr>
</tbody>
</table>
Request for Proposals

Division of Juvenile Justice and Opportunities for Youth
Office of Community Partnerships
Community Credible Messenger Initiative

June 1, 2018
Introduction

This Bidders Conference is being delivered in person and via Webinar.

• All participants, please hold your questions, including typed questions, until the question and answer portion of our presentation.

• Not all questions asked today will receive an immediate response. However, all questions will be answered and posted on Grants Gateway and Contract Reporter by June 15, 2018.

• Attendance is being recorded:
  • If attending in person, please sign the sign-in sheet.
  • Online attendance is automatically recorded.
Objectives

- General overview of Office of Children and Family Services (OCFS) Division of Juvenile Justice and Opportunities for Youth (DJJOY)
- Overview of the Credible Messenger model
- Community Connections for Youth (CCFY) technical advisors for the initiative
- Overview of Community Multi-Service Office (CMSO) Re-Entry Model
- Review the Community Credible Messenger Initiative (CCMI) model
Objectives (cont.)

- Review the target areas for CCMI
- Discuss CCMI work-based learning
- Primary and subcontractor relationship
- MWBE and procurement process
- CCMI Request For Proposal (RFP) evaluation process
- Questions and answers
General Overview of OCFS DJJOY OCP
Office of Community Partnerships CMSO Regional Map

DJJOY Community Multi-Services Offices

Andrew M. Cuomo, Governor
Sheila J. Poole
Acting Commissioner

Division of Juvenile Justice and Opportunities for Youth (DJJOY)
Ines Nieves
Deputy Commissioner

REGIONS

1 2 3 4 5 6
CMSO: COMMUNITY MULTI-SERVICES OFFICE
CST: COMMUNITY SERVICE TEAM

Capital District CMSO
CST (1)
Located in Albany

Mid Hudson CMSO
CST (1)
Located in New Windsor

Long Island CMSO
CST (1)
Located in Hauppauge

Wyandanch CMSO
Satellite
OCFS Youth Placement Flow

**OCFS Court Placed Youth Flow Chart**

* JDs enter through OCFS reception center
* AO, JO, JO/YO, and RJD enter directly from detention to and OCFS secure center

**Detention**
* Probation/DSS Referral to OCFS
* Dispositional Hearing – OCFS Placement (JD & RJD)
* Criminal Supreme Court Hearing (JO & JO/YO)
* Youth Part hearing and Sentence of 1 Year or Less (AO)

OCFS Residential Center Placement

OCFS Reception Center (14 days – JDs only)

Step-Down to Voluntary Agency

OCFS Residential Center *(AO, JO, JO/YO, RJD)*

Step-Down to OCFS Aftercare or Electronic Monitoring

OCFS Placement for Replacement

Voluntary Agency

Step-Down to OCFS Aftercare or Electronic Monitoring

Modified to OCFS Residential Center

Step-Down to OCFS Aftercare or Electronic Monitoring
Community Credible Messenger Initiative (CCMI)

- Developed to strategically provide identified youth and families with the structured support of a Credible Messenger and/or Parent Partner while being linked to vocational/employment opportunities.

- CCMI will target youth in selected zip codes within the Buffalo, Rochester, Mid-Hudson and Long Island regions who fit the following profile:
  - Chronically involved in the justice system
  - Disconnected from positive supports
  - Beyond the reach of traditional social services
  - Resistant to change
  - Gang-involved
  - High-risk and high-need
Envisioned CCMI Business Model

PA: Primary Agency
PM: Project Manager
SC: Sub Contractor/Grass Roots

CMSO: Community Multi-Service Office
CM: Credible Messenger
PP: Parent Partner

June 1, 2018
Why Now?

- Time for a formalized re-entry model that focuses on individual needs and risk factors
- Address recidivism rate as well as returns and revocations
- Strengthen existing community partnerships and create new partnerships at the grass root level that are imbedded in the toughest neighborhoods
- Provide for systems and structures of accountability
- Raise the Age presents an opportunity to reduce case load ratios to provide a more comprehensive “entry to exit” philosophy
OCP Re-Entry and Supervision Principles

- Youth and family: goal-driven support
- Safety centered: youth, family, and community
- Risk and needs responsive with positive youth development strategies
- Continuous family and youth cognitive skill development
- Community-supported and responsive strategy enhancements
- Transition to natural community supports for sustained growth and independence
- Reduce recidivism and produce data-driven outcomes
- NY Model-aligned transition and community supervision
The New York Model

• The NY Model supports the DJJOY philosophy and mission, employing evidenced based programs in residential facilities and in the community.

• The NY Model uses a person-centered approach to enhance commitment and motivation for change in youth and families, and to help youngsters in care define their own treatment goals and objectives.
The Credible Messenger Model and Technical Advisors
The Credible Messenger Approach
Presented by Community Connections for Youth

Rev. Rubén Austria
Founder & Executive Director
José Cruz
Training Project Manager
Belinda Ramos
Deputy Director of Training and TA
Learning Objectives

In this webinar, we will:

1. Define the Credible Messenger mentoring approach
2. Describe the Credible Messenger program model and its successful impact
3. Share the planned implementation timelines for 2018
4. Share lessons learned and best practices for making the initiative successful
Building Community Capacity for Juvenile Justice Reform

Question:
What do you need when you go through a crisis?

Question:
What is the role of the community in taking responsibility for young people in the justice system?
Introduction
Who is CCFY?

Community Connections for Youth (CCFY) is a New-York based nonprofit organization, whose mission is to empower grassroots faith and neighborhood organizations to develop effective community-driven alternatives to incarceration for youth.

CCFY believes that increasing local community capacity to work with youth in the justice system is the key to reducing youth crime and delinquency, and improving long-term life outcomes for youth.
SOUTH BRONX COMMUNITY CONNECTIONS

• An initiative that diverted youth and connected them to a network of positive adults and activities in their neighborhood

• The evaluation showed that only 15% of enrolled youth were re-arrested; only 5% had new charges

• More than ½ of the youth remained engaged beyond their mandate

• After learning about this model, OCFS invited CCFY to support them in creating something similar designated NYS regions
How Did We Get Here?

Community Engagement is a philosophy built on a different paradigm of how the justice system and the community relate to one another.
### Raise the Age: Crisis & Opportunity

<table>
<thead>
<tr>
<th>Legislation</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York State's Raise the Age Legislation</td>
<td>October 1, 2018: most 16 year olds will be processed in the juvenile justice system.</td>
</tr>
<tr>
<td></td>
<td>October 1, 2019: most 17 year olds will also be in the juvenile justice system.</td>
</tr>
<tr>
<td>These 16 &amp; 17 year olds, if placed outside of NYC, will become the responsibility of OCFS</td>
<td>In 2016, 2042 youth ages 16 &amp; 17 received dispositions that included jail or prison time</td>
</tr>
</tbody>
</table>
The Credible Messenger Approach

“How the Problem Becomes the Solution.”
The Credible Messenger Approach

The history of justice systems has focused on external controls. Credible Messenger Approach is about change from *within*:

**THE INDIVIDUAL**
- a person who’s experienced transformation mentoring youth

**THE COMMUNITY**
- people from the neighborhood leading the change

**THE SYSTEM**
- justice system professionals changing their attitudes and approaches to working with communities, formerly incarcerated mentors, and youth
Definition

Credible Messenger Mentoring for youth in the juvenile justice system is a transformative process through which individuals from similar backgrounds, especially men and women who were themselves justice-involved, engage youth in structured and intentional relationships that help them change their attitudes, beliefs and actions.
Changing the Lens

The lens through which we view mentors who were formerly involved in the justice system is critical to Credible Messenger Mentoring:

- **Partnership**: The formerly incarcerated make the best mentors and are the most important resource for reaching high-risk youth.
- **Paternalistic**: The formerly incarcerated are broken and need to be fixed.
- **Punitive**: The formerly incarcerated are dangerous and youth should be protected from them.
CCFY's Theory of Change

community is deeply invested
connected to a caring community

community is deeply invested
connected to a caring community

credible messengers

think differently about who they are and place in the world
courage and 'the confidence' to make positive changes

new set of values learned through relationships.
Who is a Credible Messenger?

Credible Messengers are able to connect with the most challenging young people because they:

- Come from the same communities
- Are formerly incarcerated or were involved in the justice system
- Have turned their lives around
- Demonstrate integrity and transformation
- Are skilled and trained in mentoring young people
Who Credible Messengers Mentor

Credible Messengers are needed for youth who fit the following profile:

- Chronically involved in the justice system
- Disconnected from positive supports
- Beyond the reach of traditional social services
- Resistant to Change
- Gang-involved
- High-risk
- Involved in violence
Credible Messengers work hand-in-hand with justice system personnel and service providers

Credible Messengers improve youth participation, engagement and compliance

Credible Messengers advocate for alternative strategies

Credible Messengers serve as a bridge
How Credible Messengers are incorporated into Juvenile Justice Programs

In addition to investing in full-scale Credible Messenger mentoring programs, credible messengers can be incorporated into many juvenile justice programs in a variety of ways, including:

- Hiring Credible Messengers to conduct outreach to difficult-to-engage participants
- Contracting Credible Messengers to facilitate groups in facilities or community settings
- Hiring Credible Messengers to assist with engagement with service plans
- Employing Credible Messengers for key program roles
- Soliciting input for program design from Credible Messengers
Advantages of Credible Messenger Mentoring

The Arches Program:
In 2012, New York City successfully implemented an innovative Transformative Mentoring Intervention for youth on probation. The Arches program transformed their lives in greater ways than the developers of the initiative initially imagined.

This cutting edge program accomplished this by leveraging the power of community-based Credible Messengers: adult men and women from similar backgrounds who were able to equip young people with the tools to change their lives and provide them with a living example of hope and transformation.

The work moved beyond from antiquated philosophies based on compliance and supervision and held to the idea that positive change comes from relationships with caring adults.
The Program Model

The ARCHES TRANSFORMATIVE MENTORING PROGRAM includes the following components:

- Twice weekly group mentoring sessions
- 1:1 sessions between mentor and mentee
- Teams of 3 to 5 paid mentors
- Stipends for program participants
- Cognitive-Behavioral Curriculum
- Hot meals
- Periodic recreational & educational activities
Percent Re-convicted of a Felony Offense

- **Comparison Group**
- **ARCHES Participants**

1. **12 Months**
   - Comparison Group: 4.00%
   - ARCHES Participants: 0.00%
   - 67% Less Likely

2. **24 Months**
   - Comparison Group: 16.00%
   - ARCHES Participants: 6.00%
   - 59% Less Likely

**ARCHES Outcomes**
Implementation Findings

The results of the evaluation indicate that:

- Arches participants had a 69% lower felony reconviction rate than the comparison group within 12 months of starting probation. At the 24 month mark, it was still 57% lower.

- Arches has a particularly strong impact for participants aged 17 and younger.

- Young people who participate in Arches improve their relationships with others and their self-perception – both of which are critical to making progress in all areas of life, not just in reducing the likelihood of reconviction.
Implementation Findings

Elements that are critical to the success of the program include:

- The mentors’ statuses as credible messengers;
- The creation of a safe, family-like atmosphere in the groups;
- Use of a cognitive-behavioral therapy curriculum, which provides adaptable structure for the group sessions;
- The close partnership between mentors and Probation Officers working with the young people as a team;
How Does it Really Work

Partnerships

Cultural Shift

Creation

Transforming Relationships
OCFS Program Model

Target Population:
youth returning to the community from OCFS placement

Contract with a lead agency (TBD) that has the ability to employ Credible Messengers and/or subcontract with Credible Messenger organizations

Credible Messengers facilitating group mentoring and providing individual support for youth & families

Close working relationships between CMSO staff, service providers, and Credible Messengers

Program Model
Expected Outcomes

- Youth have support from people in their own community that extends beyond aftercare.
- Better relationships between system personnel and community members.
- Less revocation of aftercare.
- Less young people winding up in the adult criminal justice system.
Timeline

- **Site Visits & Assessments**: April - June 2018
- **RFP**: Summer 2018
- **Orientations & Training**: September 2018
- **Trainings**: October - December 2018
- **On-going support (TA)**: December 2018 - on
**Words of Wisdom**

- It’s the process not the program
- Relationships over regulations
- What you bring matters
- There will be conflict
- The model evolves
- This can work for all
- Investing in Credible Messengers is key
OCFS
Community
Re-Entry
Model
NY Model and Community Re-Entry

• Readying the community and the family for the youth’s return is a necessary component of the New York Model and begins on **DAY 1** of placement.

• Earnest, honest and effective feedback between OCFS staff, the youth and family members is at the core of the NY Model and must occur frequently throughout placement.

• Youth are deemed ready for release to the community when they have engaged in the process of achieving individualized treatment goals and when community supports are in place.
NY Model Components Adopted by the Community

- Beliefs and Assumptions
- Community Phase System
- Individualized Incentive System - S.E.L.F Model
- Community Support Plans (CSP)
- Dialectical Behavior Therapy (DBT)
  - DBT Skills for Youth and Family
  - Chain Analysis
  - Egregious Behavior Protocol (EBP)
- Community Rounds
- Community Support Team (CST) Meetings
Community Re-Entry Plan (CRP)

• The CRP builds on the individual treatment goals the youth achieves in placement and aligns them to community strategies that targets identified areas of high risk through a cadre of primary and secondary community support services.

• The CRP is the official discharge/transition plan of record for OCFS youth returning to the community.
  ○ Snapshot at time of release
  ○ Align community practice with NY Model
  ○ Constant referral point for CSP updates
Support Team Meetings (STM)

- Each youth will have a support team meeting every 30 days from the date of facility admission and continued in the community until discharge.

- Once notified of a youth’s arrival, facility team members will begin the process of assessing the youth in their area of expertise.

- Community team members will be assessing the youth’s family in a parallel fashion, identifying the strengths, needs, challenges and goals from the perspective of the youth’s family.
Risk Needs Responsivity (RNR) Framework

• RISK PRINCIPLE: “WHO”
  ○ Who gets the most services?
  ○ Match intensity of services to youth’s level of risk

• NEED PRINCIPLE: “WHAT”
  ○ What specific risk factors need to be targeted and prioritize
  ○ Static vs. dynamic factors

• RESPONSIVITY PRINCIPLE: “HOW”
  ○ How do we best work with this youth?
  ○ How do we best teach this youth? Learning style?
  ○ Combine controls and treatment to address individual risk
  ○ Identify past services that worked well and identify protective factors
Identifying Risk and Protective Factors by Domain

Within the first 30 days of facility placement, in preparation for the initial support team meeting (STM), the CCM will identify the risk and protective factors that existed pre-admission as they relate to the following domains:

- Individual
- Family
- School
- Peer Group/Community
- Vocation/Employment
Identifying Risk and Protective Factors by Domain

• The pre-admission risk and protective factors identified by the CCM are informed by the following:
  - Youth Assessment and Screening Instrument (YASI) or Youth Level Services (YLS)
  - Pre-Dispositional Investigations (PDIs) or Pre-Sentence Investigations (PSI)
  - Educational, psychological, psychiatric, mental health, substance abuse, and sexually harmful behavior notes, records, or assessments
  - Family Engagement and Assessment Tool (FEAT)
  - Pre-Release Assessment (PRA)

• These risk factors will be presented and reviewed at the youth’s initial 30 day STM. The worksheet will be updated following each subsequent STM up to the 120 days where it will be finalized, which signifies the launching of the CRP.
Community Re-Entry Plan Development Timeline

Pre-Admission: Risk & Protective Factors
Prior to 30 Day STM

MH/SA/Ed Assessments
YASI/ YLS
FEAT: Caregiver interview
PSI/ PDI

FEAT: Youth Interview
Identify In-Program Risk and Protective Factors

60 and 90 Day STM

120 Day STM: Launch the CRP

* Finalize Risk and Protective Factors
  * Strategy Alignment
Transition to Community Supervision/Aftercare

Youth and Family Orientation

- Conditions of Participation vs. Conditions of Release
- Program expectations
- Community phase/Level of supervision
- Review the Community Re-Entry Plan (CRP)
- Appointment verification
- Development of the Community Support Plan (CSP)
# Community Phase & Level of Supervision Grid

## NY MODEL COMMUNITY PHASE SYSTEM AND LEVEL OF SUPERVISION

<table>
<thead>
<tr>
<th>PHASE</th>
<th>Time Frame</th>
<th>Level Of Supervision</th>
<th>Contacts</th>
<th>Curfew</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Engagement Phase</td>
<td></td>
<td>Electronic Monitoring</td>
<td>Aftercare Supervision</td>
<td>Electronic Monitoring</td>
</tr>
<tr>
<td>Part One-Orientiation/Pre-Commitment</td>
<td>2 - 4 Weeks</td>
<td>Intensive</td>
<td>Intensive or High (No EM for AC)</td>
<td>Intensive: Monday-Friday- 6 pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Youth 2 IP* per week</td>
<td>Parent 1 IP per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Intensive: Youth 2 IP per week</td>
<td>Parent 1 IP per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>High: Youth 1 IP per week</td>
<td>Parent 1 IP per week</td>
</tr>
<tr>
<td></td>
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<td>High: Youth 1 IP per week</td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Hi: Youth: 1 IP every 2 wks.</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Moderate: Youth: 1 IP per month</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td>Part Two – Engaging Goals</td>
<td>2 - 4 Weeks</td>
<td>Intensive</td>
<td>Intensive or High</td>
<td>Intensive: Monday-Friday- 7 pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Youth 2 IP per week</td>
<td>Parent 1 IP per week</td>
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<td></td>
<td></td>
<td></td>
<td>High: Youth: 1 IP per month</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td>Community Learning Phase</td>
<td>4 - 6 Weeks</td>
<td>High or Moderate</td>
<td>High: Youth 1 IP per week</td>
<td>Parent: 1 IP per week</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Moderate: Youth: 1 IP every 2 wks.</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td>Community Application Phase</td>
<td>4 - 6 Weeks</td>
<td>Moderate</td>
<td>Youth: 1 IP every 2 wks. per month</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td>Community Generalization Phase</td>
<td>4 - 6 Weeks</td>
<td>Moderate</td>
<td>Youth: 1 IP every 2 wks. per month</td>
<td>Parent: 1 IP per month</td>
</tr>
<tr>
<td>Community Future Phase</td>
<td>Placement Expiration</td>
<td>Administrative</td>
<td>Youth: 1 IP per month required</td>
<td>Parent: 0</td>
</tr>
</tbody>
</table>

**Curfew**
- **Intensive:** Monday-Friday- 6 pm
- **High:** 7pm all Week
- **Moderate:** Sun-Thurs- 8 pm Fri & Sat- 9 pm
- **High:** 8pm all Week
- **Moderate:** Sun-Thurs- 8:30pm Fri, Sat & Holiday- 9:30 pm
- **High:** 9:00pm Fri, Sat & Holiday- 10:00 pm
- **Moderate:** Sun-Thurs- 9:30pm Fri, Sat & Holiday- 10:30 pm
## Community Phase & Level of Supervision Grid

★ Most work done during weeks 0-4

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* IP: individual person
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Transition Off Community/Aftercare Supervision

• The community support team’s goal is to engage youth in transitioning to independence.

• Each CMSO is responsible to ensure that youth
  ○ Are connected to appropriate community based behavioral health support services
  ○ Have basic needs met, such as access to food, stable housing, advocacy centers, healthcare and employment opportunities
  ○ Are enrolled in an appropriate educational or vocational program or suitable employment
  ○ Have at least one positive adult role model and is engaged in a positive youth development program matching their area of competency/interest
  ○ Adhere to all legal and procedural requirements prior to discharge date
OCFS
CCMI Model
Revisited
Community Credible Messenger Initiative (CCMI)

Primary Agencies will:

- Work closely with Project Manager for supervision
- Be available to troubleshoot problems with OCFS OCP
- Handle the overall administration of the OCFS contract
- Spearhead the Work Based Learning portion of CCMI
- Meet regularly with OCFS and CCFY personnel
- Maintain fidelity to the CCMI model
- Receive CMSO specific training and support
CCMI

- CCMI Teams will consist of:
  1. Project Manager (PM)
  2. Credible Messenger(s) (CM) (1X8 ratio) up to 25 youth
  3. Parent Partner(s) (PP) (1X12 ratio) up to 25 youth

- Subcontractor(s) will supply:
  1. Credible Messenger(s)
  2. Parent Partner(s)

- Parent Partners can be supplied by primary agencies if none can be located otherwise.

- Caseload management is the responsibility of the CMSOs.
CCMI

CCMI Teams will:
• Work closely with OCFS CMSO personnel
• Where practical – be co-located in CMSO offices
• Provide support to case management goals and objectives
• Receive over 120 hours of CCMI training
• Support the Primary Agency efforts related to Work Based Learning for all CCMI youth
• Provide group participation and interactive cognitive behavioral journaling
• Meet regularly with CMSO personnel
• Attend Support Team and other required meetings
• Work with referred youth and start work at 120 day mark
• Received CMSO specific training and support
• Adhere to OCP Re-entry model and aftercare practice
Essential Collaboration

Where the work gets done with youth and families
Target Areas In Each CCMI Region
Statewide Regional Distribution of OCFS Placed JDs

Effective 12/1/2017
OCFS Community Multi-Service Office (CMSO) Regions

LI = Long Island
MH = Mid-Hudson
ROCH = Rochester
BUF = Buffalo
Long Island

⭐️ Long Island CMSO

[Map of Long Island with CMSO marked]
Nassau County

Mannasset
Lake Success
Northern State Pkwy

OldWcs bury

Plainville

H1 ks ville

vittown

Elmont

Orl e Park

Garden City

Hempstead

Rockville Centre

Freeport

Woodmere

Office of Children and Family Services
Hempstead
Brentwood-Islip

Sky Zope poline Par

Baywood

Bay Shore

Connetquo River. Slat Park Preser

Office of Children td Family Services
Mid-Hudson (MH) Catchment Area
Mid-Hudson

Ulster

Dutchess

Poughkeepsie

Putnam

Westchester

Orange

Newburgh

Sullivan

Rockland

CMSO
Newburgh
Rochester (ROCH) Catchment Area
Buffalo (BUF) Catchment Area
Buffalo

Buffalo CMSO
City of Niagara
Community Multi-Service Offices (CMSOs)

**Mid-Hudson CMSO**
103 Executive Drive, 2\(^{nd}\) Floor
New Windsor, NY 12553

**Buffalo CMSO**
295 Main Street, Suite 545
Buffalo, NY 14203

**Rochester CMSO**
259 Monroe Ave, Room #309
Rochester, NY 14607

**Long Island CMSO**
250 Veteran’s Memorial Hwy
Suite 2A-20
Hauppauge, NY 11788
Creating a Quality Work-Based Learning Opportunity
Who Are Our Youth?

Young people 14-21 who have been placed in the care and custody of the Commissioner of the NYS Office of Children and Family Services (OCFS)
While in an OCFS residential facility, youth will receive

Education, counseling, support and guidance and create an OCSF Youth Portfolio that includes:

- Assessments
- 60-second infomercial
- Education documents
- Awards/certifications
- Essential work documents
- 5-year Plan
- Resources/references
While in an OCFS residential facility, youth will

- **Participate in *Career and Financial Management***
  A full-year, accredited course that teaches youth career awareness, job search skills, job readiness/retention, budgeting and financial literacy

- **Explore vocational offerings**
  Building trades, custodial maintenance, culinary arts, horticulture, automotive, office skills, weatherization

- **Earn nationally recognized stackable certifications**
  National Work Readiness, ServSafe, OSHA 10, American Red Cross, Home Builders Association, custodial maintenance

- **Gain work experience by participating in on-the-job training - a paid, structured program to learn work skills**
  Kitchen assistant, maintenance assistant, tutor, custodial assistant, library assistant
Primary Agency Responsibilities

Once a referral has been received from the Community Case Manager (CCM) the primary agency will:

- Identify community partners and natural supports to achieve youth goals
- Participate in STM for each youth (both in facility and community)
- At the direction of the CCM, work with youth, family and support team to develop an individualized plan
Individualized Plan

- Part of the Community Re-entry Plan (CRP)
- Informs the Community Support Plan (CSP)
- Be progressive in setting and achieving goals
- Tied to the Weekly Achievement System (WAS) and includes incentives
- Based on need, will include a Work-Based Learning Opportunity
Work-Based Learning

Youth will do the following:

- Make connections between real work expectations and the classroom
- Begin to pursue education with a greater sense of purpose
- Interact with positive adult role models
- Develop new skills and experiences
- Experience enhanced self-esteem
- Expand their horizons and awareness of future work options
Continuum of Work-Based Learning

- Career Awareness
- Career Exploration
- Career Preparation

Students should be provided with experiences that align with their knowledge, skills and abilities and are compatible with their age and stage of development.
Work-Based Continuum

With progressive goal setting and incentives youth and will:

• Learn new skills
• Acquire more work place knowledge
• Build their OCFS Youth Portfolio
Work-Based Learning Community Application

- The CCMI awardee will provide a comprehensive array of individualized services to referred youth.
- Work-Based Learning is a key component of these services.
- Some youth will need intensive services; others minimal services.
- Services will be incentivized to achieve maximum outcomes for each youth.
Work-Based Learning Guidelines

• Plan and prepare for successful experiences
• Maximize learning
• Provide effective supervision
• Promote safety
• Manage the hours a youth participates
• Pay when required
• Provide ongoing support
Primary Agency and Subcontractor Relationship

Primary and Subcontractor Agencies:
• Work collaboratively
• Earnestly search out subcontractors who are in the targeted communities
• Primary agencies are invested and committed in building capacity of subcontractors
• Primary agencies handle the overall administration of the OCFS contract including work with subcontractors
• Primary agencies will develop a close working relationship with subcontractors to address challenges and barriers as they arise
• Build into the contract opportunities for team-building between primary agency and subcontractors
Subcontractors

Organizations that are:

• Located in the areas that OCFS youth predominantly call home
• Employing individuals who meet the criteria expressed in the RFP and as explained by CCFY
• Operating as an organization that has solid reputation in their community relating to supporting at risk youth and families
• Willing to grow and increase their capacity to support at risk youth and families
• Committed to working professionally and productively with OCFS and a primary agency
• Where possible, co-located at CMSO offices

Understanding Compliance

June 1, 2018
Agenda

• What is MWBE – EEO?
• History of the MWBE Program
• MWBE Spending Goals
• Discretionary Budget
• Compliance Process
• Need Assistance?
• Questions?
What is M/WBE – EEO?

- MWBE - Minority and Women-Owned Business Enterprises
  - MBE – Minority-Owned Business Enterprises
  - WBE – Women-Owned Business Enterprises
- EEO - Equal Employment Opportunity
- Article 15-A of the New York State Executive Law and its associated regulations outline the requirements of this agency’s MWBE-EEO program.
History of the MWBE Program

• 1988

- Article 15-A Section 310 (13)(a) of the Executive Law was established:
  - This law promotes employment and business opportunities on state contracts for minority and women owned businesses.
  - State agencies are charged with establishing participation goals for minority and women owned businesses.

• 2010

- The 2010 disparity study provided statistical evidence of business discrimination and a rationale to continue setting participation goals for minority and women owned businesses in state contracting.

• 2016

- The 2016 disparity study found statistical evidence of continued underutilization of minority and women owned businesses.
MWBE Spending Goals

• The spending goal is currently 30 percent of the discretionary budget. While it is recommended that, whenever practicable, contractors attempt to equally utilize MBE and WBE participation in the performance of the contract, strict adherence to the suggested MBE and WBE utilization is not mandatory as long as the overall 30 percent goal is met.

• For more information, refer to Appendix MWBE.  
MWBE Spending Goals

• **For-profit contractors** must apply the OCFS goal to their entire contract. 30 percent of their budget must be spent with vendors that are MWBE-certified.

• **Not-for-profit contractors and government entities** must consider the OCFS goal of 30 percent on all goods and services purchased with discretionary funds in their budget.
Discretionary Budget

- In terms of MWBE, discretionary spending refers to those budgetary items for which the contractor has discretion in the purchasing of goods and services and may obtain those items through a NYS-certified MWBE.

- The Personal Services portion of the budget is non-discretionary and excluded from the MWBE spending goal.

- Certain portions of the Non-Personal Services (NPS) budget are non-discretionary and excluded from the MWBE spending goal.

- All other portions of the NPS budget are subject to the 30 percent spending goal.
Discretionary Budget

- Examples of NPS budgetary items that are *non-discretionary* and excluded from the MWBE spending goal:

  - Rent
  - Utilities
  - Telephone/internet
  - Travel expenses
  - Postage

  - Administrative costs
  - Federal Indirect Rate costs
  - Membership dues
  - Entrance/Admission fees for events and venues
Discretionary Budget

• Examples of NPS budgetary commodity items that are usually discretionary and included in the MWBE spending goal:

  - Programs and office supplies
  - Arts and crafts
  - Furniture
  - Awards/promotional items
  - Computer equipment/supplies
  - Educational supplies
  - Recreational and sports equipment
  - Printing
  - Advertising costs
Discretionary Budget

• Examples of NPS budgetary service items that are usually discretionary and included in the MWBE spending goal:
  - Consultants for the provision of program services
  - Janitorial services
  - Computer/IT services
  - Accounting services
  - Transportation costs for program participants
Compliance Process

- Several MWBE forms are required during contract development:
  - Discretionary Budget Narrative Worksheet
  - OCFS-4631, MWBE Utilization Plan Form
  - OCFS-4629, Project Staffing Plan Form

- MWBE forms can be found in the Appendix MWBE (http://ocfs.ny.gov/main/bcm/MWBE-Appendix.pdf) of your contract, in addition to the following link: http://ocfs.ny.gov/main/bcm/

- Required forms are submitted to: mwbeinfo@ocfs.ny.gov
Compliance Process

- Discretionary Budget Narrative Worksheet:
  - This worksheet is used to develop your utilization plan.
  - Identify all discretionary non personal service (NPS) items in the approved budget by using the Discretionary Budget Narrative Worksheet.
  - Calculate the MWBE Participation Goal Amount – Currently, OCFS requires its contractors set a goal amount equal to 30 percent of discretionary NPS.
Compliance Process

• OCFS-4631 MWBE Utilization Plan Form:

  ○ Develop purchasing strategies that maximize MWBE utilization and meet or exceed the participation goal calculated using the Discretionary Budget Narrative Worksheet.

  ○ Identify the discretionary NPS items to be purchased.

  ○ Use the Directory of NYS-Certified MWBEs to identify appropriate vendors to make the purchases.

  https://ny.newnycontracts.com
Compliance Process

- OCFS-3460, *MWBE – EEO Policy Statement:*
  - Your organization agrees to undertake or continue existing MWBE and EEO policies to ensure that minority group members and women are afforded equal employment opportunities.
  - Required by Article 15-A of the NYS Executive Law.
  - Due 72 hours after award date.
Compliance Process

- OCFS-4629, Project Staffing Plan Form:
  - Documents the composition of the proposed workforce to be utilized in the performance of the contract.
  - Required for contract awards in excess of $250,000 over the contract term.
  - Due 72 hours after award date.
  - Must be updated annually or when changes occur.
Compliance Process

- Reporting requirements after contract approval:
  - State-funded contracts will receive a Compliance Audit Request via email directly from the New York State Contract System (NYSCS) to report MWBE spending for the reporting period.
  - A Compliance Audit Request is generated each time a payment of a claim is made against the contract.
  - It is mandatory to report spending even if you had no MWBE spending during the reporting period. Audits are locked after 90 days. You must contact OCFS to unlock an audit.
Compliance Process

- Other items to remember:

  - 100 percent federally-funded contracts must report MWBE spending using the OCFS-4441, *MWBE Quarterly Report Form*. These reports are emailed to mwbeinfo@ocfs.ny.gov and are not submitted through the NYS Contract System.

  - An updated OCFS-4631, *MWBE Utilization Plan Form* must be provided upon contract renewal or if you make any changes to the discretionary NPS in your budget.
Need Assistance?

- **NYS Office of Children and Family Services**
  Bureau of Contract Management
  Contract Compliance Unit
  Email: mwbeinfo@ocfs.ny.gov
  Call: 518-486-7224

- **NYS M/WBE Directory and NYS Contract System (NYSCS)**
  Web: [https://ny.newnycontracts.com](https://ny.newnycontracts.com)

- **Empire State Development**
  Web: [https://esd.ny.gov/](https://esd.ny.gov/)
CCMI Evaluation Process
Evaluation Process

• All proposals will be reviewed and scored by a select group of OCFS personnel based upon criterion outlined in RFP.
• Two finalists for each region will be chosen from this review.
• Finalists will be notified by OCFS and an in-person interview will be scheduled for each finalist organization.
• All finalist interviews will be held in each respective regional CMSO and conducted by OCFS OCP personnel.
• The finalist interviews will be scored and the winners will be awarded the CCMI contract.
Finalist Evaluation Criteria

• Evidence of positive youth development culture and affirmation of family leadership

• Leadership alignment with the vision and values of the Community Credible Messenger Initiative (CCMI)

• Ability to provide on-going job development of Credible Messengers and Parent Partners
Questions