

## Responses to Questions for *RFP#2018-11 Community Credible Messenger Initiative*

<b>Q1</b>	<b>Page 24, number 5: Can the stipend work experience component be provided in-house by the bidder?</b>
A1	Yes
<b>Q2</b>	<b>Page 12, section 3.1: Can the bidder directly employ Parent Partners?</b>
A2	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.
<b>Q3</b>	<b>Page 17, number 3: Do bidders need to list a specific curriculum to be used at time of application/in the narrative?</b>
A3	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.
<b>Q4</b>	<b>Page 17, paragraph 2: Could you clarify whether or not the bidder can directly employ Credible Messengers?</b>
A4	Per section 3.1 of the RFP, credible messengers <u>must</u> be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.
<b>Q5</b>	<b>Page 17, paragraph 3: Please clarify whether or not the bidder should include the OCFS Case Manager in the program budget.</b>
A5	Community Multi-Service Office (CMSO) personnel are New York State employees and are not funded by this grant opportunity
<b>Q6</b>	<b>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.</b>
A6	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.
<b>Q7</b>	<b>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?</b>
A7	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.
<b>Q8</b>	<b>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.</b>
A8	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

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	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.
<b>Q9</b>	<b>Is the annual training described on page 31 of the RFP in addition to this initial training?</b>
A9	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;
<b>Q10</b>	<b>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?</b>
A10	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.
<b>Q11</b>	<b>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.</b>
A11	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 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.
<b>Q12</b>	<b>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?</b>
A12	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 5 people to a training should budget accordingly.
<b>Q13</b>	<b>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?</b>
A13	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.

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	incentives) should be considered in the calculations while any portion that can't (i.e. salary) would be considered non-discretionary but the overall amount is NOT exempt from consideration.
<b>Q14</b>	<b>Is there is 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.</b>
A14	OCFS has no knowledge of the existence of such a list.
<b>Q15</b>	<b>Can Credible Messengers and Parent Partners be part-time employees?</b>
A15	Yes, as long as all goals and outcomes stated in section 4.0 of the RFP are achievable
<b>Q16</b>	<b>Can the Project Manager be a part-time employee?</b>
A16	Yes, as long as all goals and outcomes stated in section 4.0 of the RFP are achievable
<b>Q17</b>	<b>If office locations are within CMSOs, will there be an expectation of payment for rent, utilities, internet, telephone etc.?</b>
A17	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.
<b>Q18</b>	<b>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?</b>
A18	The RFP states on p. 25 "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." This language is not accurate. There will be 5 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 trainings.
<b>Q19</b>	<b>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?</b>
A19	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.
<b>Q20</b>	<b>What is the on-call expectation of Credible Messengers and Parent Partners?</b>
A20	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.
<b>Q21</b>	<b>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?</b>
A21	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

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	boarding program. All bidders must be an authorized & certified voluntary agency by NYS OCFS and operate as a voluntary agency. Please upload your certification to the Grants Gateway to ensure it is attached to this proposal.
<b>Q22</b>	<b>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?</b>
A22	Per section 3.1 of the RFP, credible messengers <u>must</u> be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.
<b>Q23</b>	<b>May the stipend part of the Work Based Learning be provided in-house by the Primary Agency?</b>
A23	Yes
<b>Q24</b>	<b>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?</b>
A24	The contract will be a line item based budget with outcome targets to measure performance as outlined in the RFP.
<b>Q25</b>	<b>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.</b>
A25	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.
<b>Q26</b>	<b>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?</b>
A26	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.
<b>Q27</b>	<b>Who are the Voluntary Agencies in perspective areas?</b>
A27	This is contingent on which voluntary agencies choose to apply to this funding opportunity. OCFS cannot answer this question at this time.
<b>Q28</b>	<b>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?</b>
A28	The CCMI CBT curriculum will be developed after awardees have been chosen and after completion of CCMI training.
<b>Q29</b>	<b>Is there a caseload time-frame for youngsters who are part of a CCMI team? Being serviced by a CCMI team?</b>
A29	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.
<b>Q30</b>	<b>How is a Voluntary Agency defined?</b>

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A30	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.
Q31	<b>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.</b>
A31	OCFS understands that the regions cover broad areas and is expecting the bidders to provide proposals that encompasses providing service to OCFS youth in the communities which 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.
Q32	<b>There are bonus points being given for B2H providers; can those bonus points be given to organizations who are also OMH waiver providers?</b>
A32	No, the B2H bonus points noted in section 5.0 will only be awarded to B2H providers.
Q33	<b>Can larger agencies also, in addition to other sub-contractors, employ credible messengers themselves?</b>
A33	Per section 3.1 of the RFP, credible messengers <u>must</u> be an employee of the sub-contractor so it is required that applicants would reflect this in their proposals.
Q34	<b>Is the PowerPoint available electronically?</b>
A34	The PowerPoint will be posted with the Q&A's
Q35	<b>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?</b>
A35	Yes



**Office of Children  
and Family Services**

# **Request for Proposals**

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

**June 1, 2018**

## **CCMI Bidders Conference**

# 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

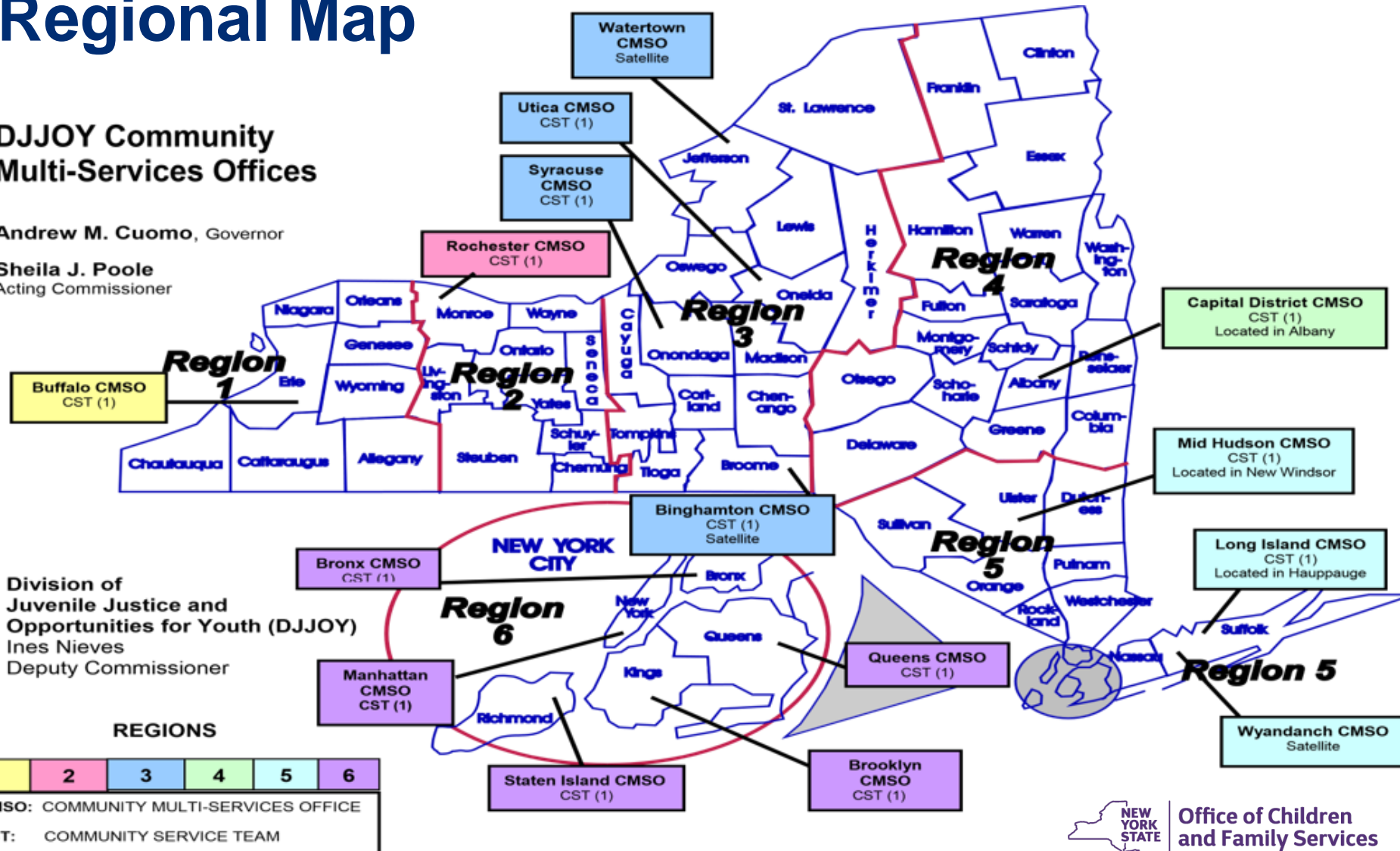


# Office of Community Partnerships CMSO Regional Map

## DJJOY Community Multi-Services Offices

Andrew M. Cuomo, Governor

Sheila J. Poole  
Acting Commissioner



# 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 Placement  
for Replacement

OCFS Reception  
Center  
(14 days – JDs only)

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

Voluntary Agency

Modified to OCFS  
Residential Center

Step-Down to  
Voluntary Agency

Step-Down to OCFS  
Aftercare or  
Electronic Monitoring

Step-Down to OCFS  
Aftercare or  
Electronic Monitoring

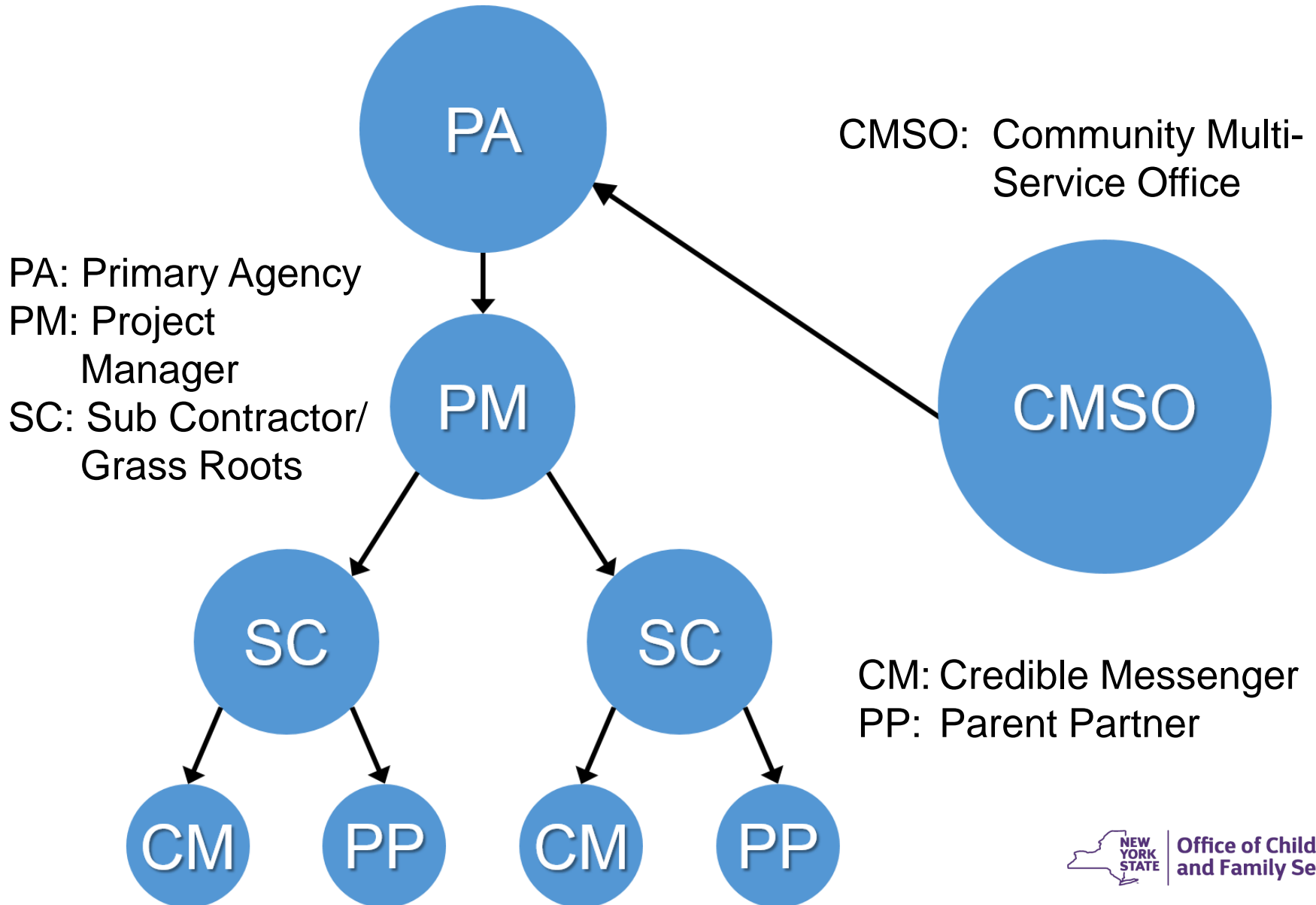
Step-Down to OCFS  
Aftercare or  
Electronic Monitoring

# 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



# 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

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**Rev. Rubén Austria**  
**Founder & Executive Director**

**José Cruz**  
**Training Project Manager**

**Belinda Ramos**  
**Deputy Director of Training and TA**

# Learning Objectives

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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

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**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.



# Introduction

## Why CCFY?

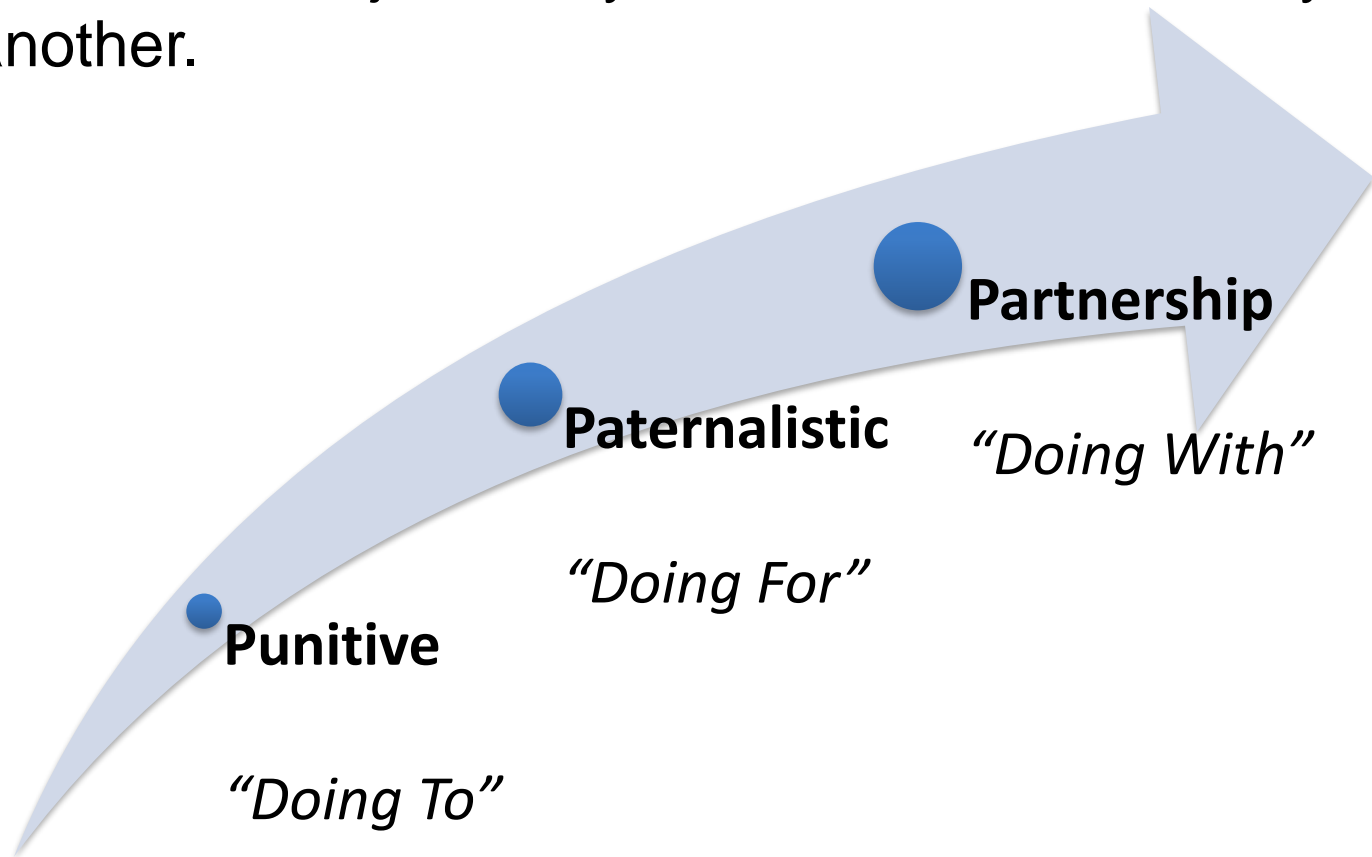
### SOUTH BRONX COMMUNITY CONNECTIONS

- 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

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New York  
State's  
Raise the  
Age  
Legislation

October 1, 2018: most 16 year olds will be processed in the juvenile justice system.

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October 1, 2019: most 17 year olds will also be in the juvenile justice system.

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These 16 & 17  
year olds, if  
placed outside  
of NYC, will  
become the  
responsibility  
of OCFS

In 2016, 2042 youth ages 16 & 17  
received dispositions that included jail or  
prison time

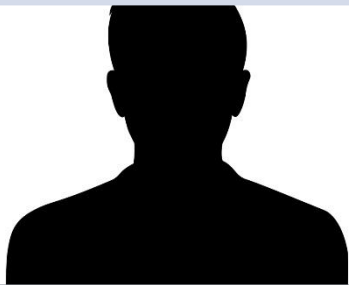
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# **The Credible Messenger Approach**

*“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

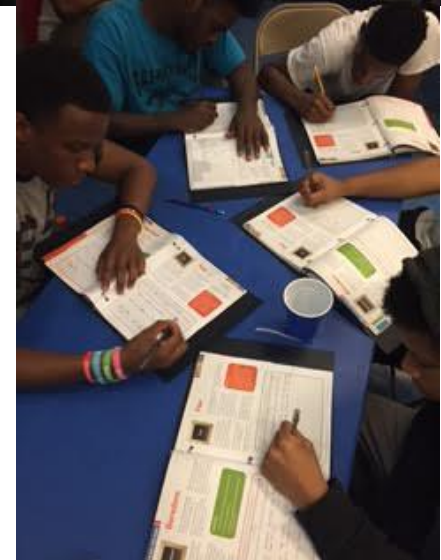


## THE SYSTEM

- 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

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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



connected to a  
**caring community**



to **think** differently about  
who they are and place in  
the world



community is  
deeply **invested**



individuals who can  
**guide them through the  
process**



**courage** and the confidence to  
make positive changes



"**credible messengers**"



new **set of values** learned  
through **relationships**.

# Who is a Credible Messenger?

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**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 Messenger & System Partnerships

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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

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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

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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

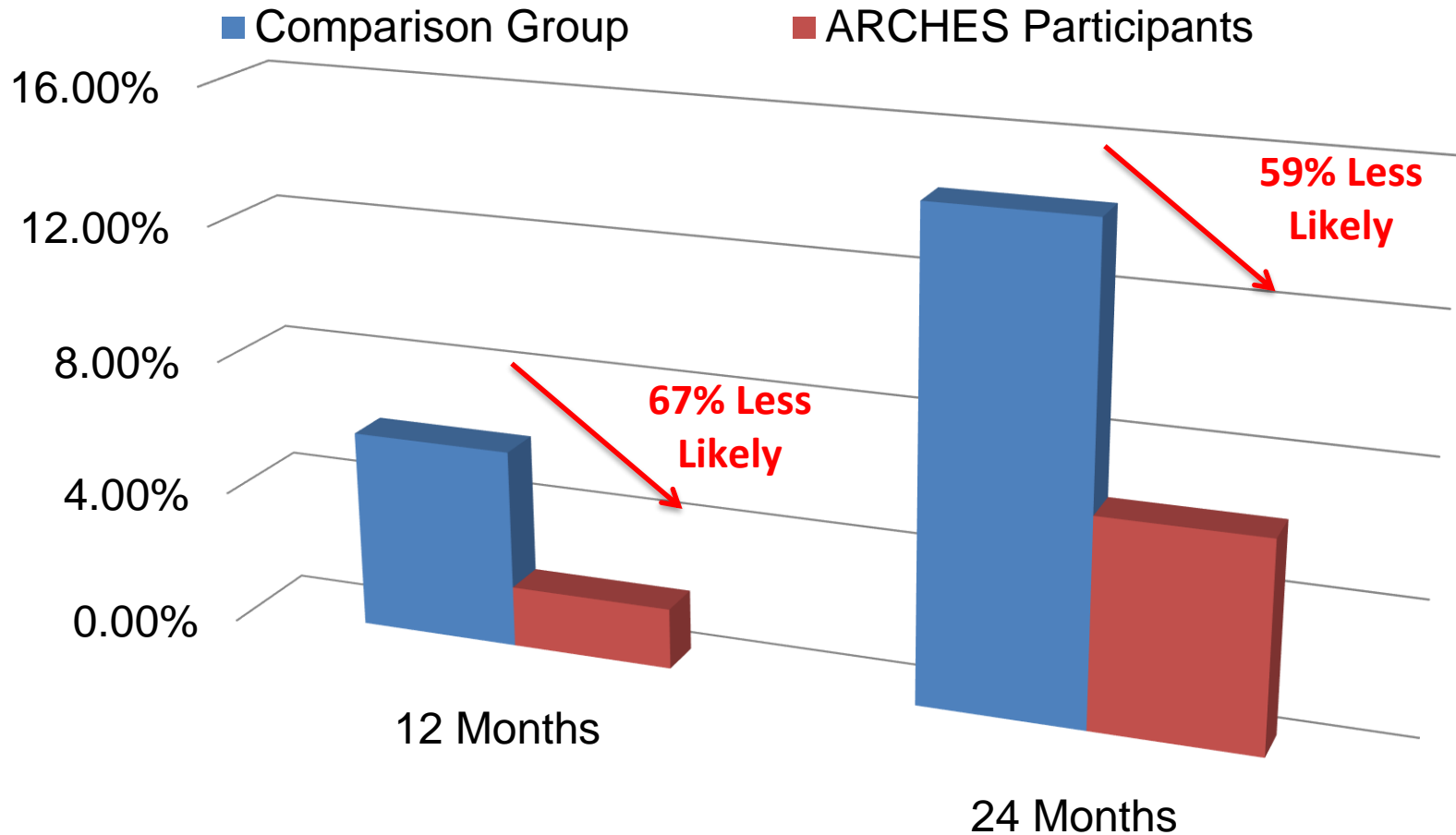
Cognitive-Behavioral Curriculum

Hot meals

Periodic recreational & educational activities

# ARCHES Outcomes

## Percent Re-convicted of a Felony Offense



# Implementation Findings

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**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

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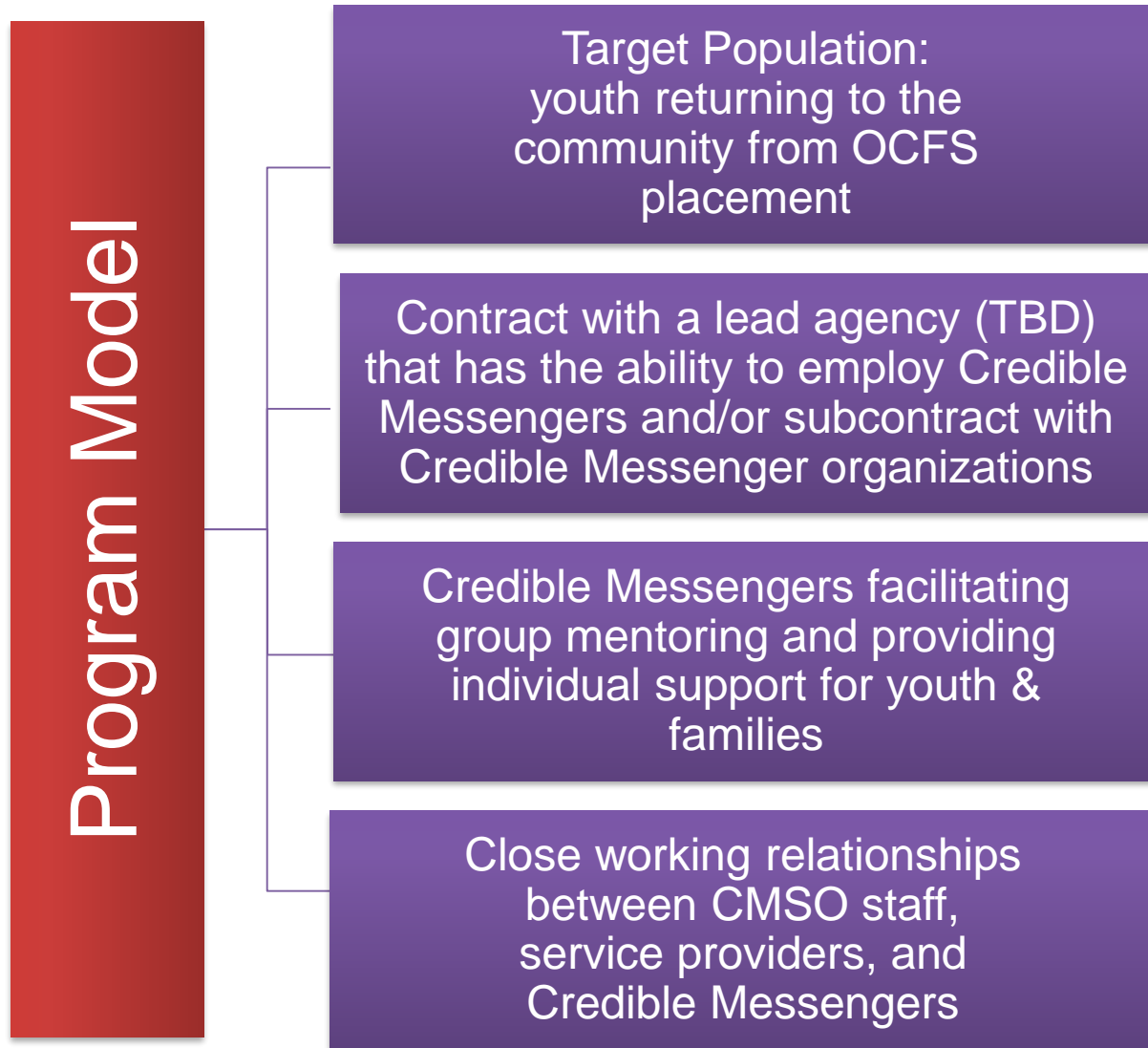
Partnerships

Co-Creation

Cultural Shift

Transforming  
Relationships

# OCFS Program Model



# Expected Outcomes

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Youth have support from people in their own community that extends beyond aftercare

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Better relationships between system personnel and community members

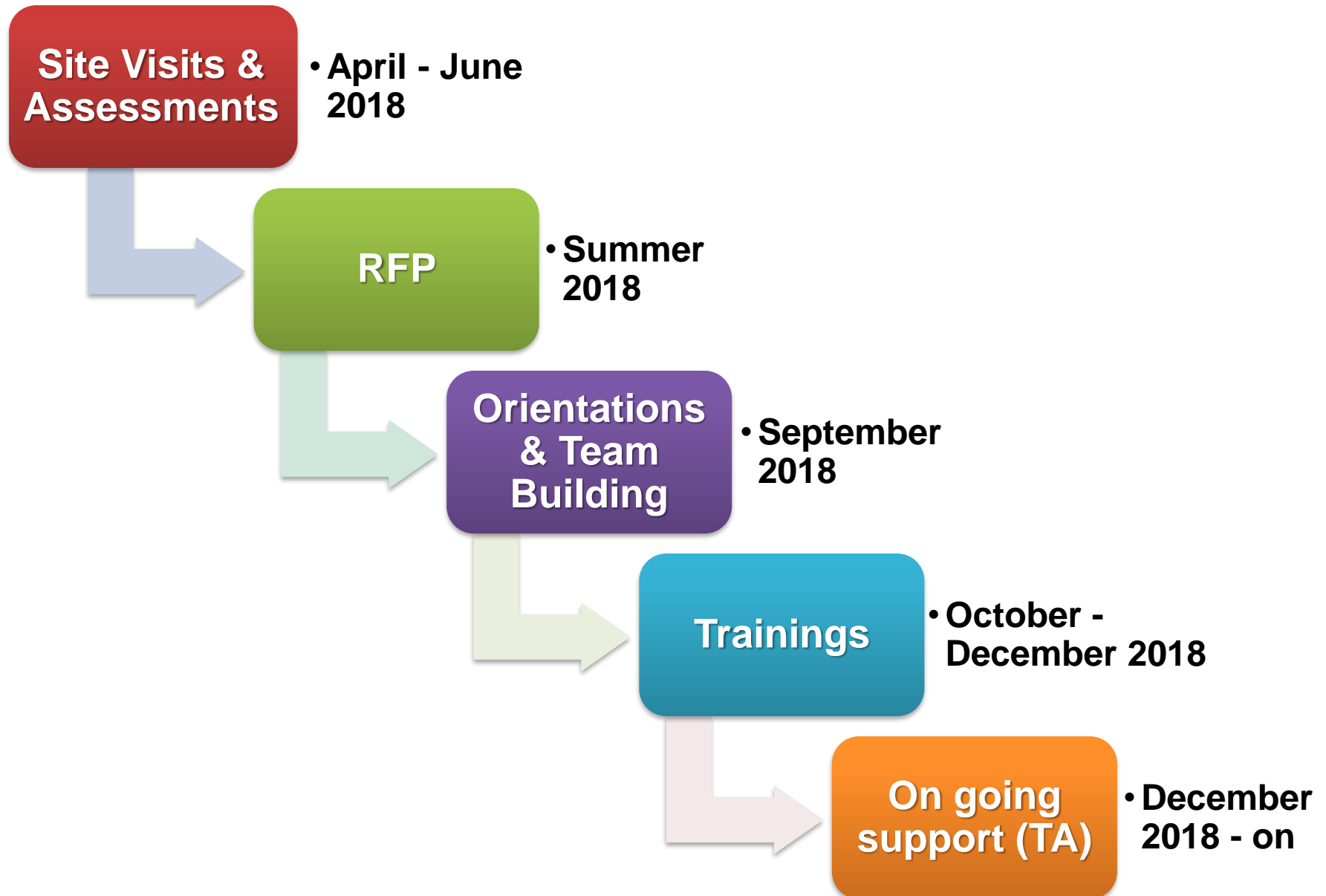
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Less revocation of aftercare

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Less young people winding up in the adult criminal justice system

# Timeline



## Words of Wisdom

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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

- Readyng 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

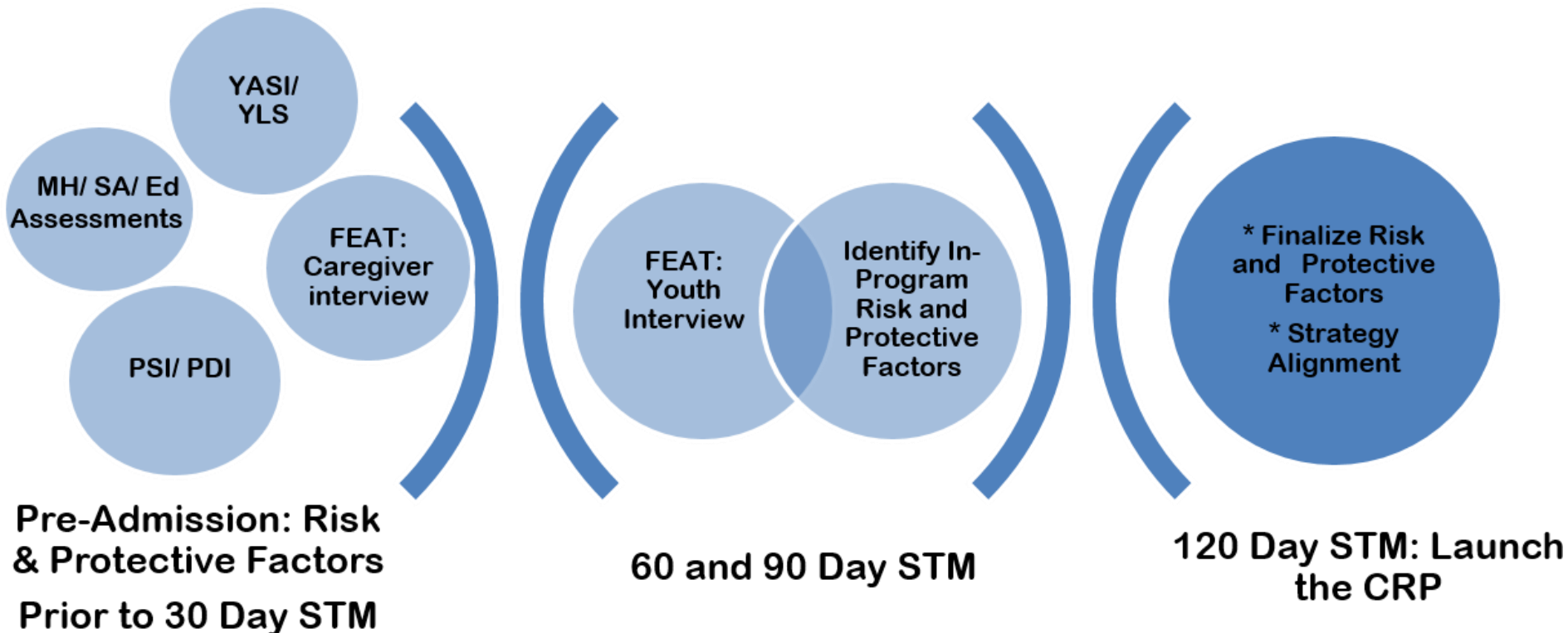
Within the first 30 days of facility placement, in preparation for the initial support team meeting (STM), the CCM will identify the risk and protective factors that existed pre-admission as they relate to the following domains:

- 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



# 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

PHASE	Time Frame	Level Of Supervision		Contacts				Curfew	
Community Engagement Phase		Electronic Monitoring	Aftercare Supervision	Electronic Monitoring		Aftercare Supervision		Electronic Monitoring	Aftercare Supervision
Part One-Orientation/Pre-Commitment	2 - 4 Weeks	Intensive	Intensive or High (No EM for AC)	Youth	2 IP* per week	<u>Intensive:</u> Youth	2 IP per week	<u>Intensive:</u> Monday-Friday- 6 pm	<u>Intensive:</u> 6pm all week
				Parent	1 IP per week	Parent	1 IP per week	Sat & Sun- Lock Down	<u>High:</u> 7pm all Week
Part Two – Engaging Goals	2 - 4 Weeks	Intensive	Intensive or High	Youth	2 IP per week	<u>High:</u> Youth	1 IP per week	<u>Intensive:</u> Monday-Friday- 7 pm	<u>Intensive:</u> 7pm all week
				Parent	1 IP per week	Parent	1 IP per week	Sat & Sun- 4 hrs. / until 7 pm	<u>High:</u> 8pm all Week
Community Learning Phase	4 -6 Weeks	High or Moderate		<u>High:</u> Youth: 1 IP per week every 2 wks. Parent: 1 IP				<u>High:</u> 8pm all Week	
				<u>Moderate:</u> Youth: 1 IP every 2 wks. Parent: 1 IP per month				<u>Moderate:</u> Sun- Thurs- 8 pm Fri & Sat- 9 pm	
Community Application Phase	4 - 6 Weeks	Moderate		Youth: 1 IP every 2 wks. per month Parent: 1 IP				Sun- Thurs- 8:30pm Fri, Sat & Holiday- 9:30 pm	
Community Generalization Phase	4 -6 Weeks	Moderate		Youth: 1 IP every 2 wks. per month Parent: 1 IP				Sun- Thurs- 9:00pm Fri, Sat & Holiday- 10:00 pm	
Community Future Phase	Placement Expiration	Administrative		Youth: 1 IP per month required Parent: 0				Sun- Thurs- 9:30pm Fri, Sat & Holiday- 10:30 pm	

# Community Phase & Level of Supervision Grid

★ Most work done during weeks 0-4

**NY MODEL COMMUNITY PHASE SYSTEM AND LEVEL OF SUPERVISION**

Phase	Time Frame	Level of Supervision		Contacts				Curfew	
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# Community Phase & Level of Supervision Grid

**NY MODEL COMMUNITY PHASE SYSTEM AND LEVEL OF SUPERVISION**

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Community Future Phase	Placement Expiration	Administrative	Youth: 1 IP per month Parent: 0 required	Sun- Thurs- 9:30pm Fri, Sat & Holiday- 10:30 pm

# 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.**

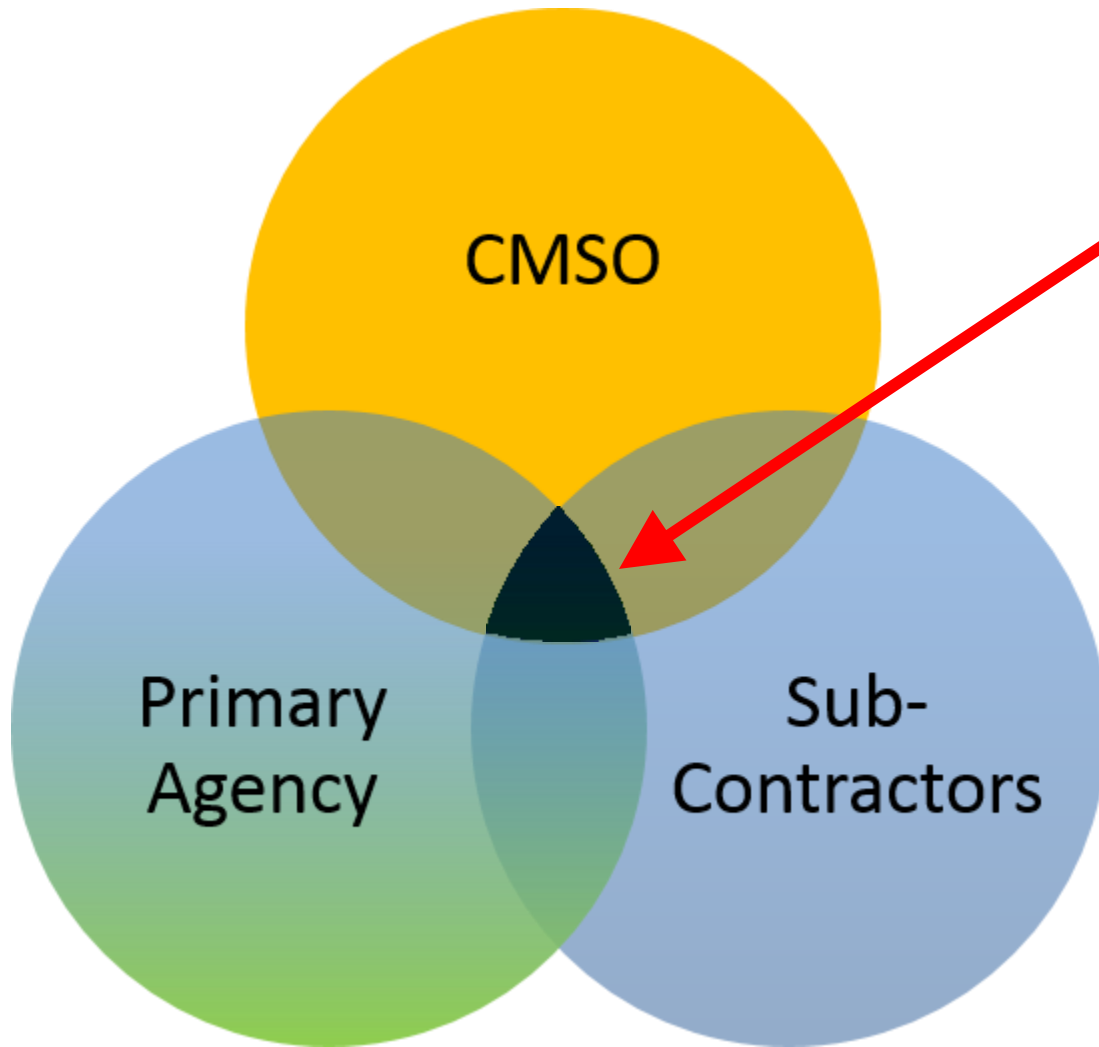
# CCMI

## 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

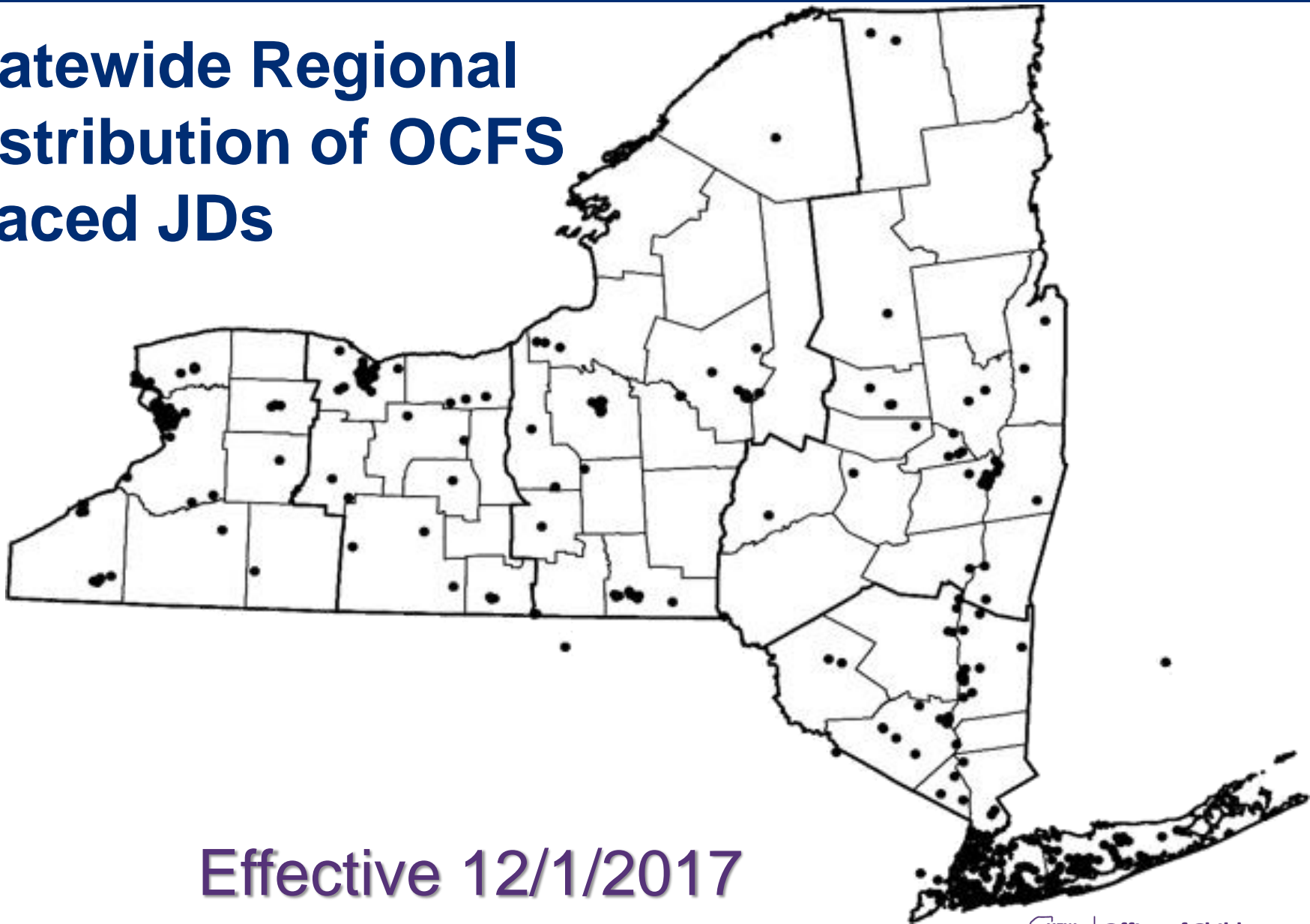


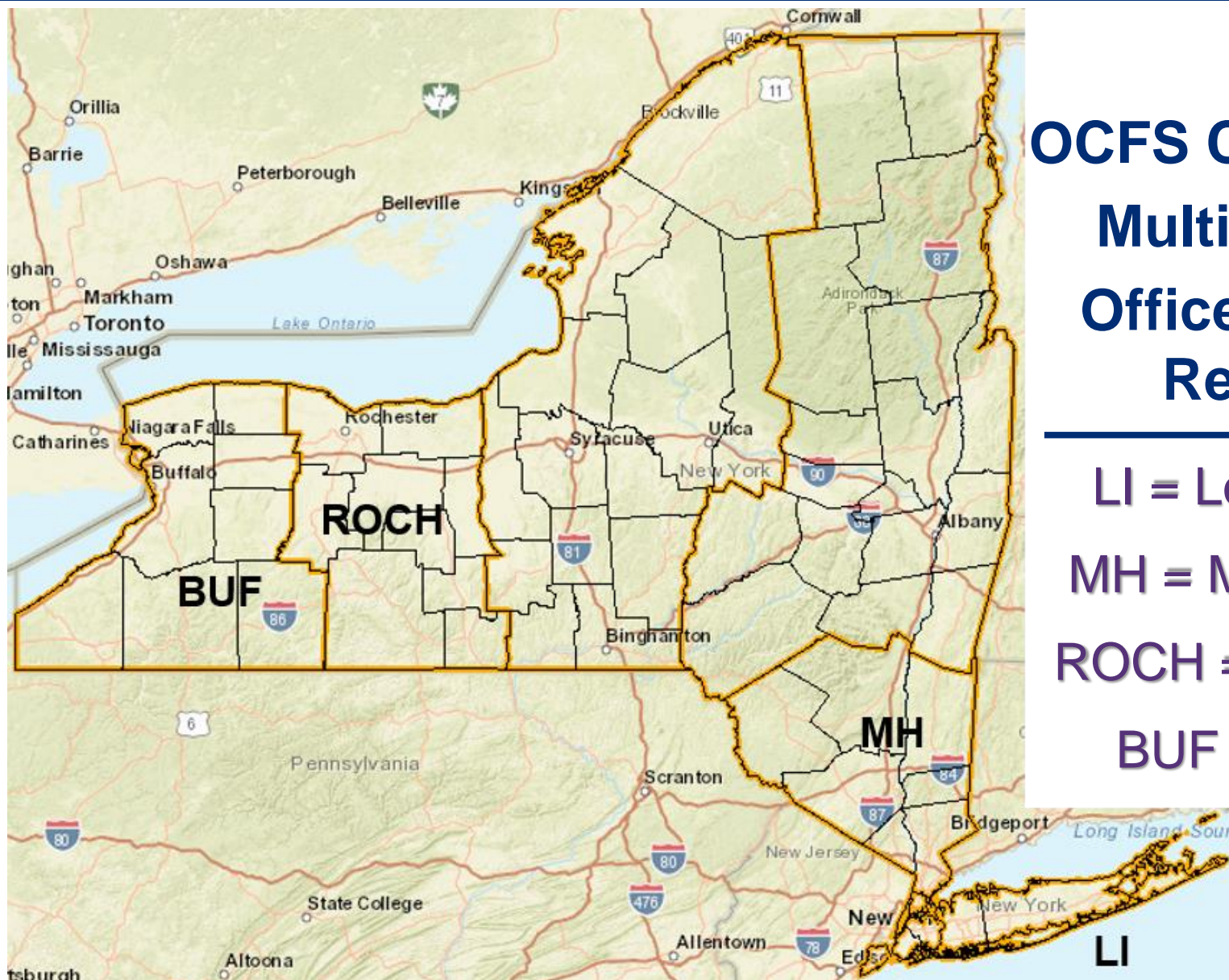
Where the work gets done with youth and families

# Target Areas In Each CCMI Region



# Statewide Regional Distribution of OCFS Placed JDs





## OCFS Community Multi-Service Office (CMSO) Regions

LI = Long Island

MH = Mid-Hudson

ROCH = Rochester

BUF = Buffalo

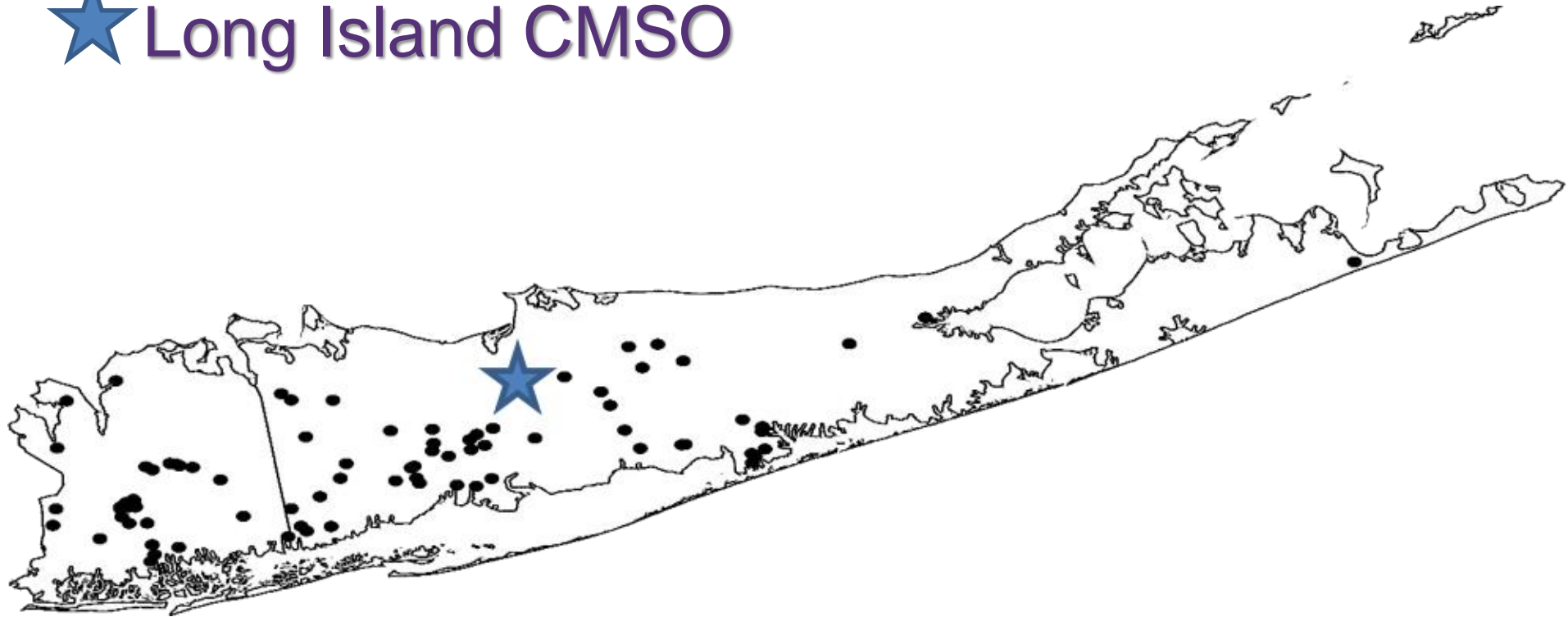


# Long Island (LI) Catchment Area



# Long Island

## ★ Long Island CMSO

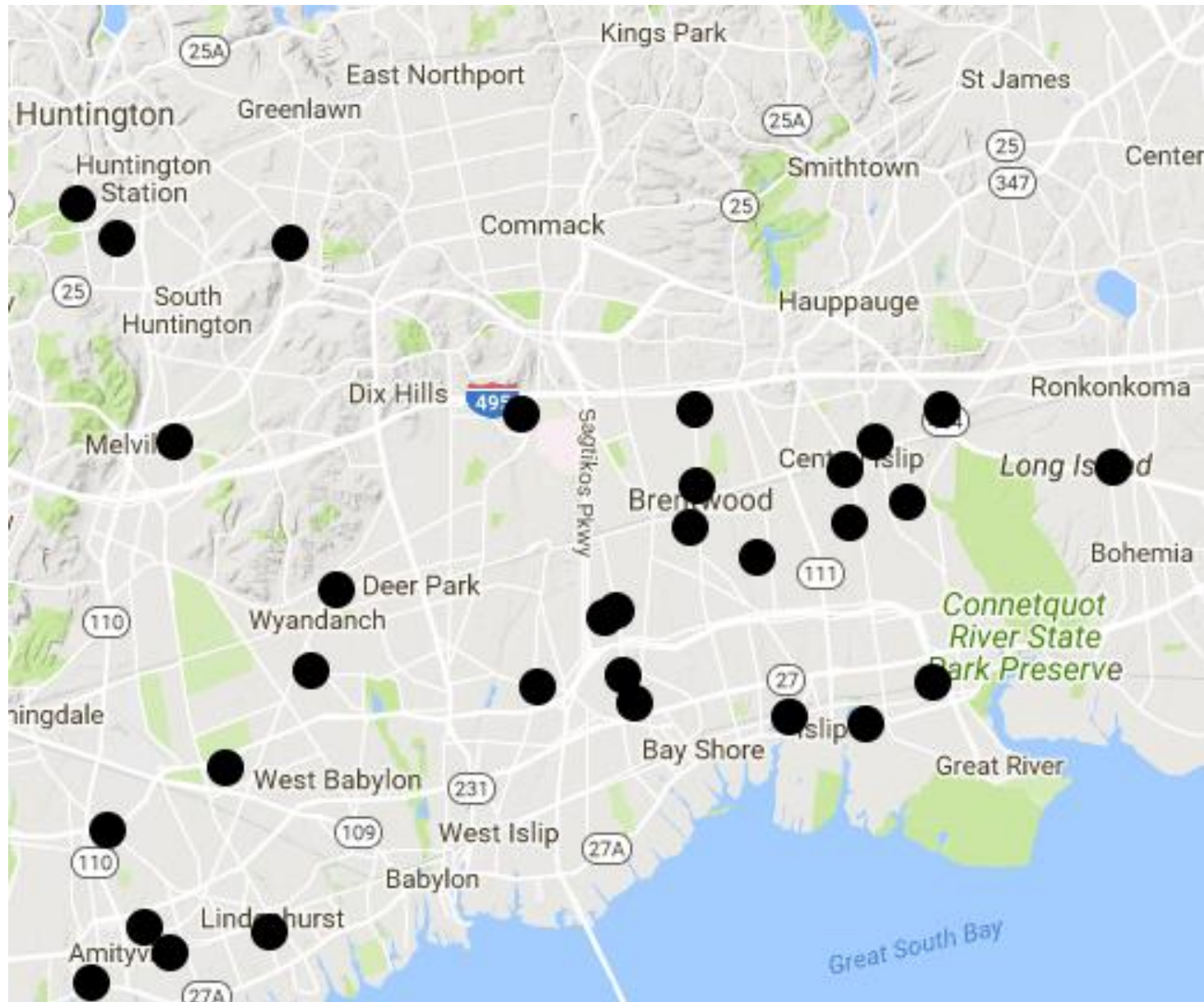


# Nassau County





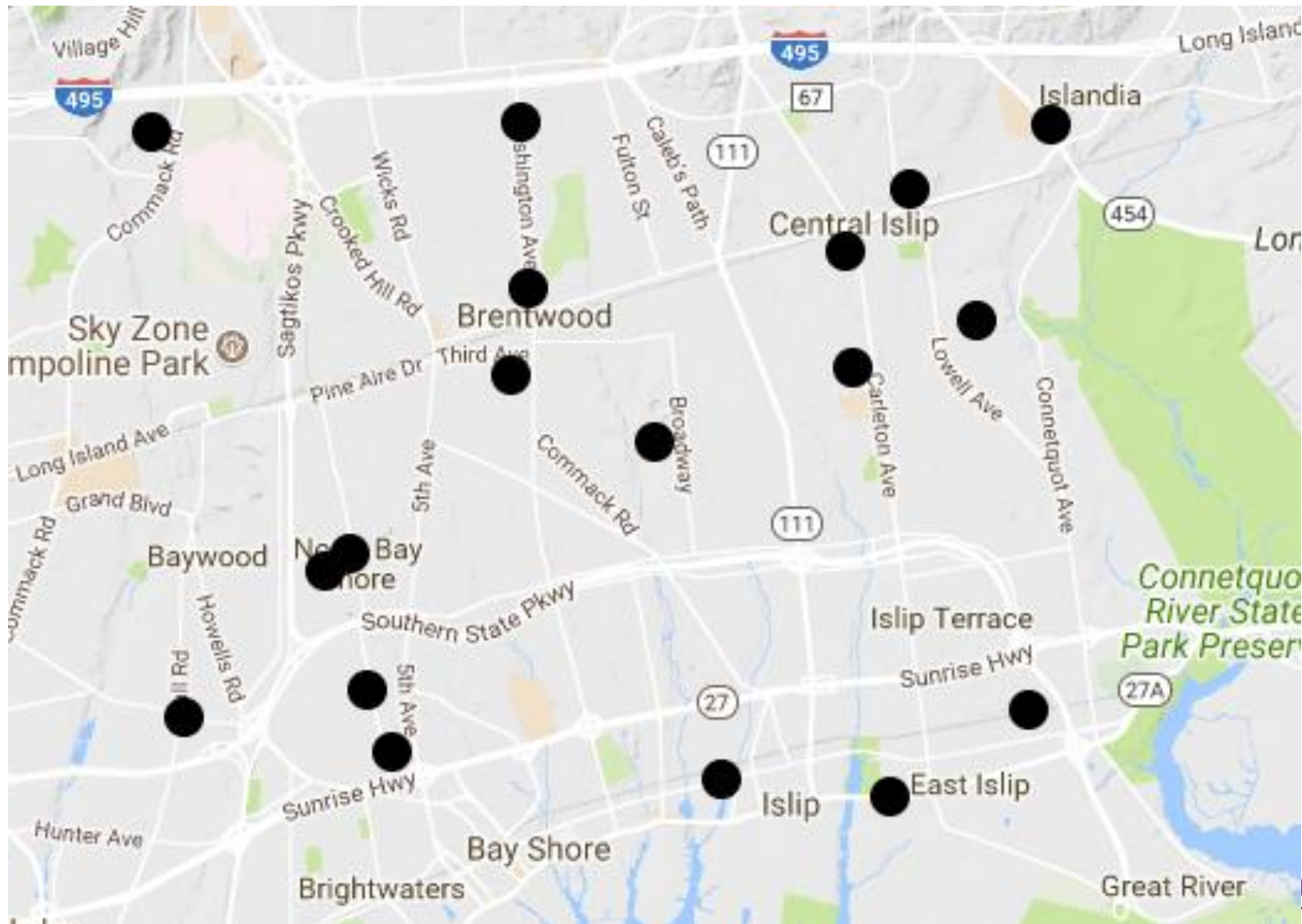
# Hempstead



## Suffolk County



# Brentwood-Islip

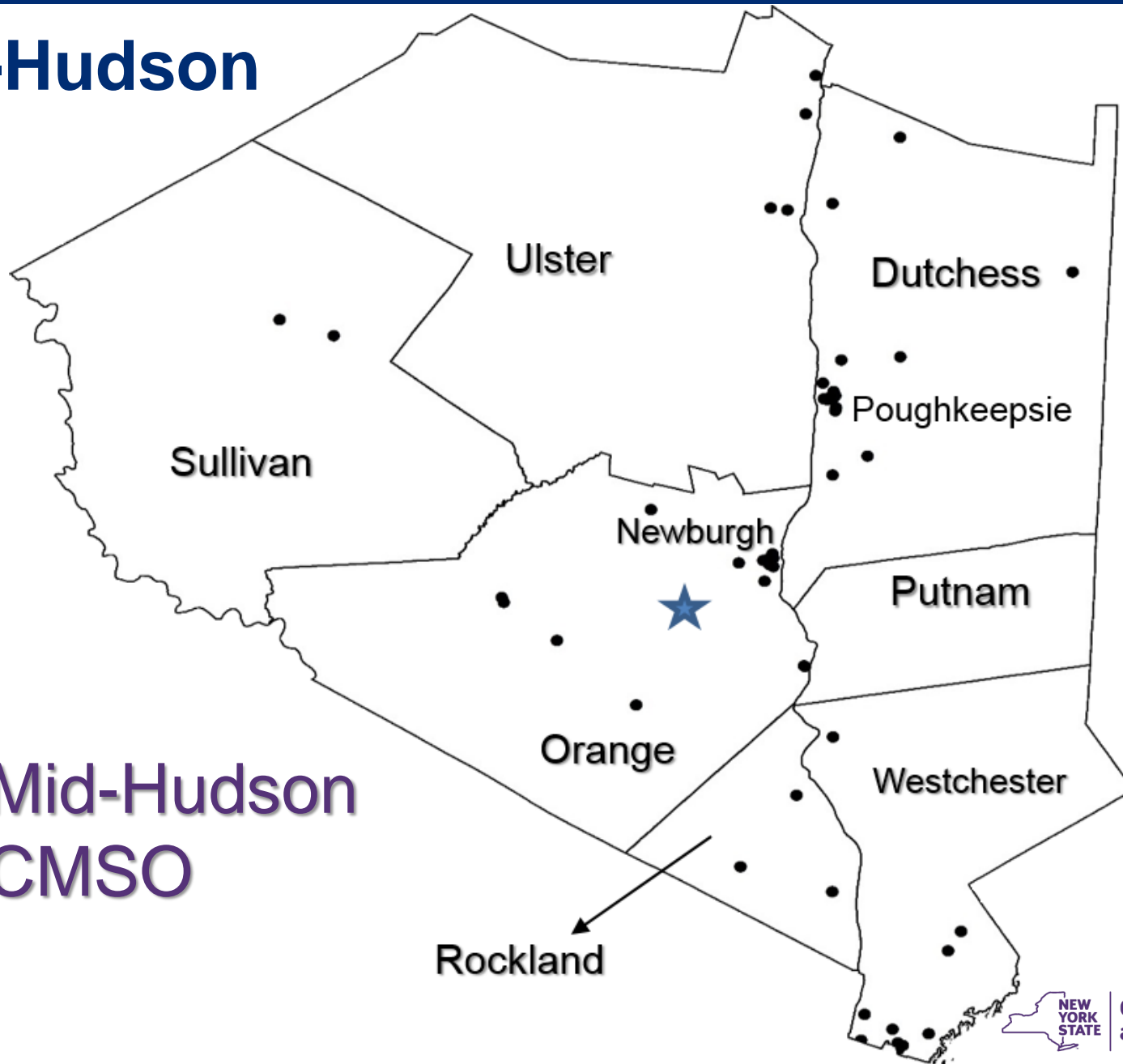


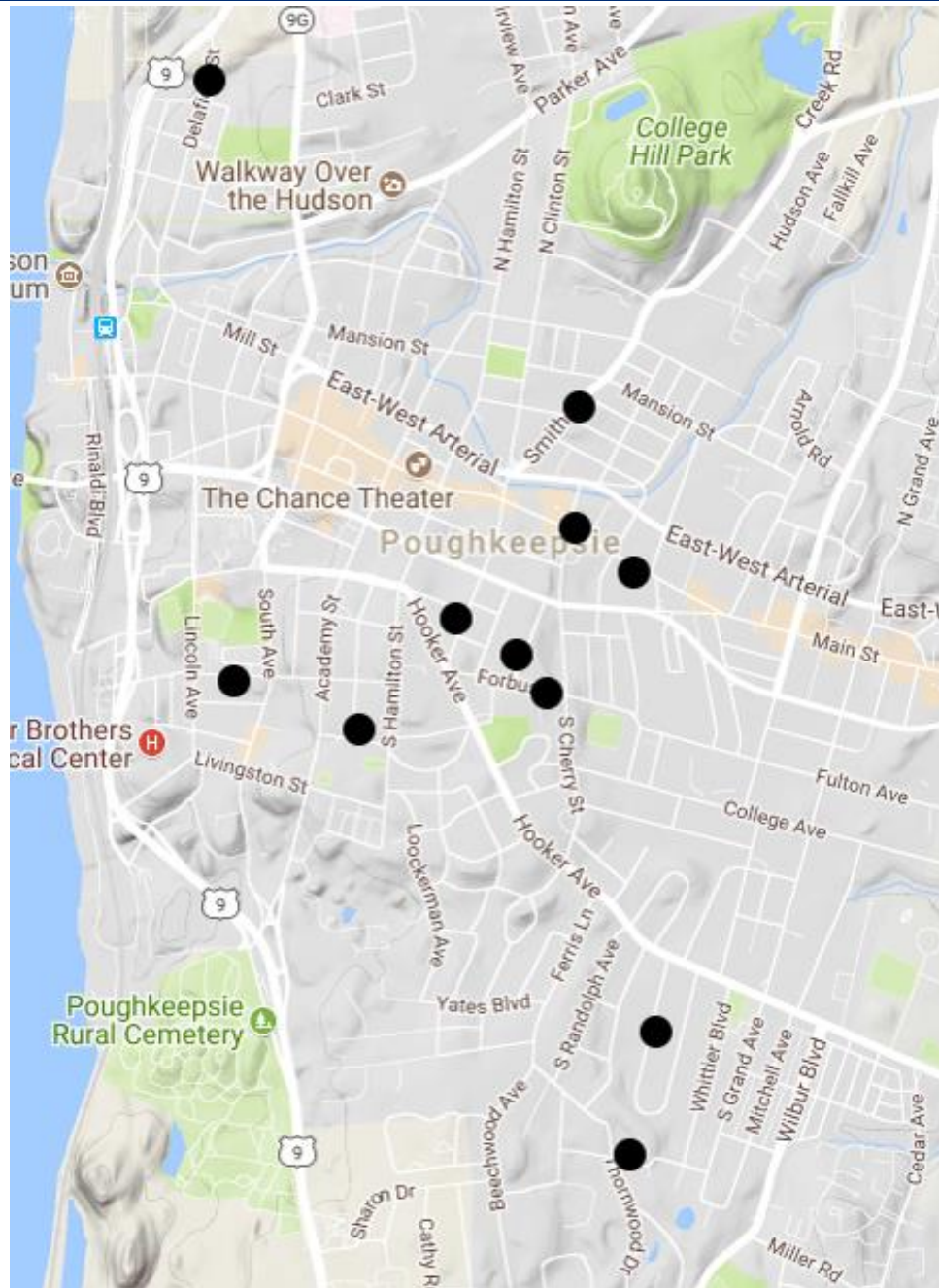
# Mid-Hudson (MH) Catchment Area



# Mid-Hudson

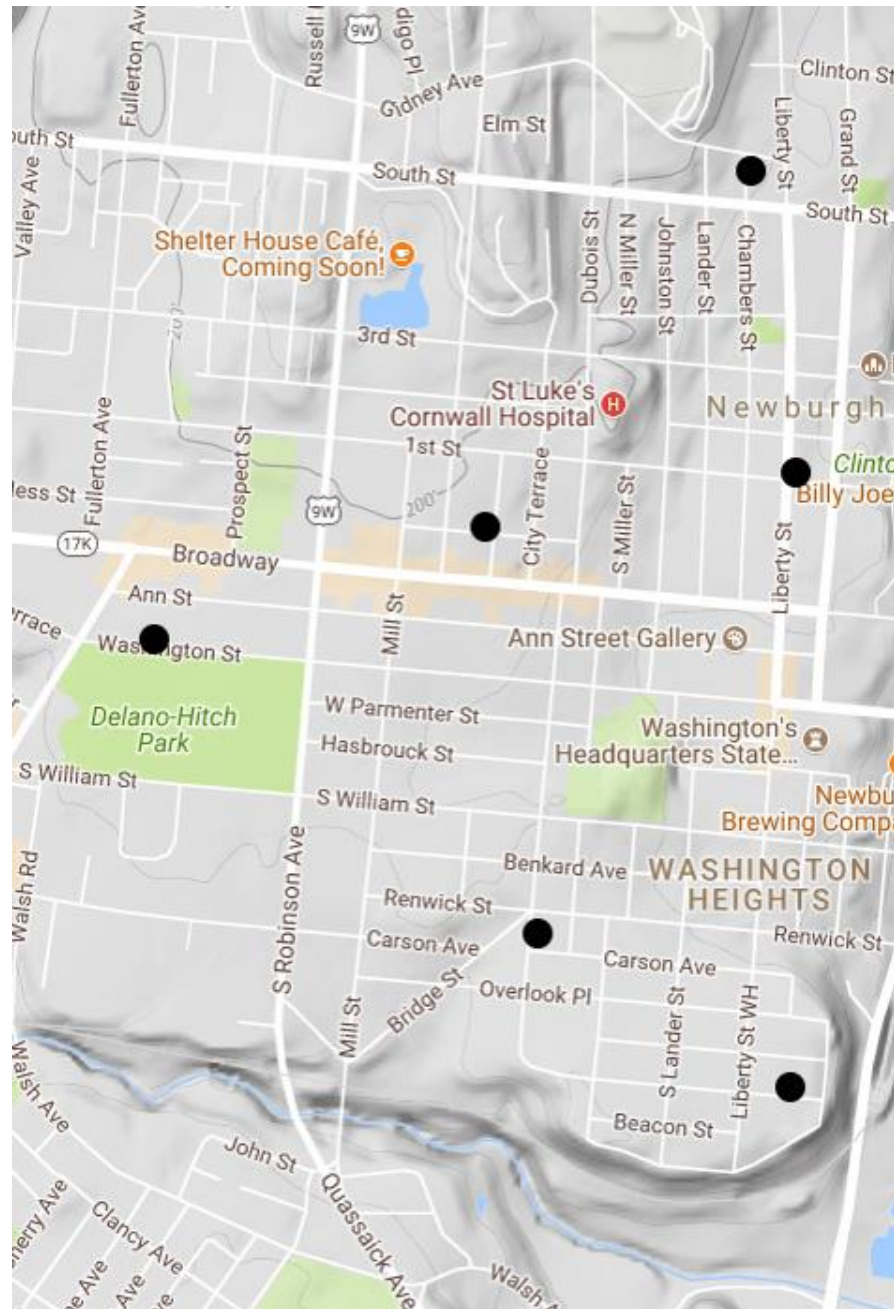
★ Mid-Hudson  
CMSO

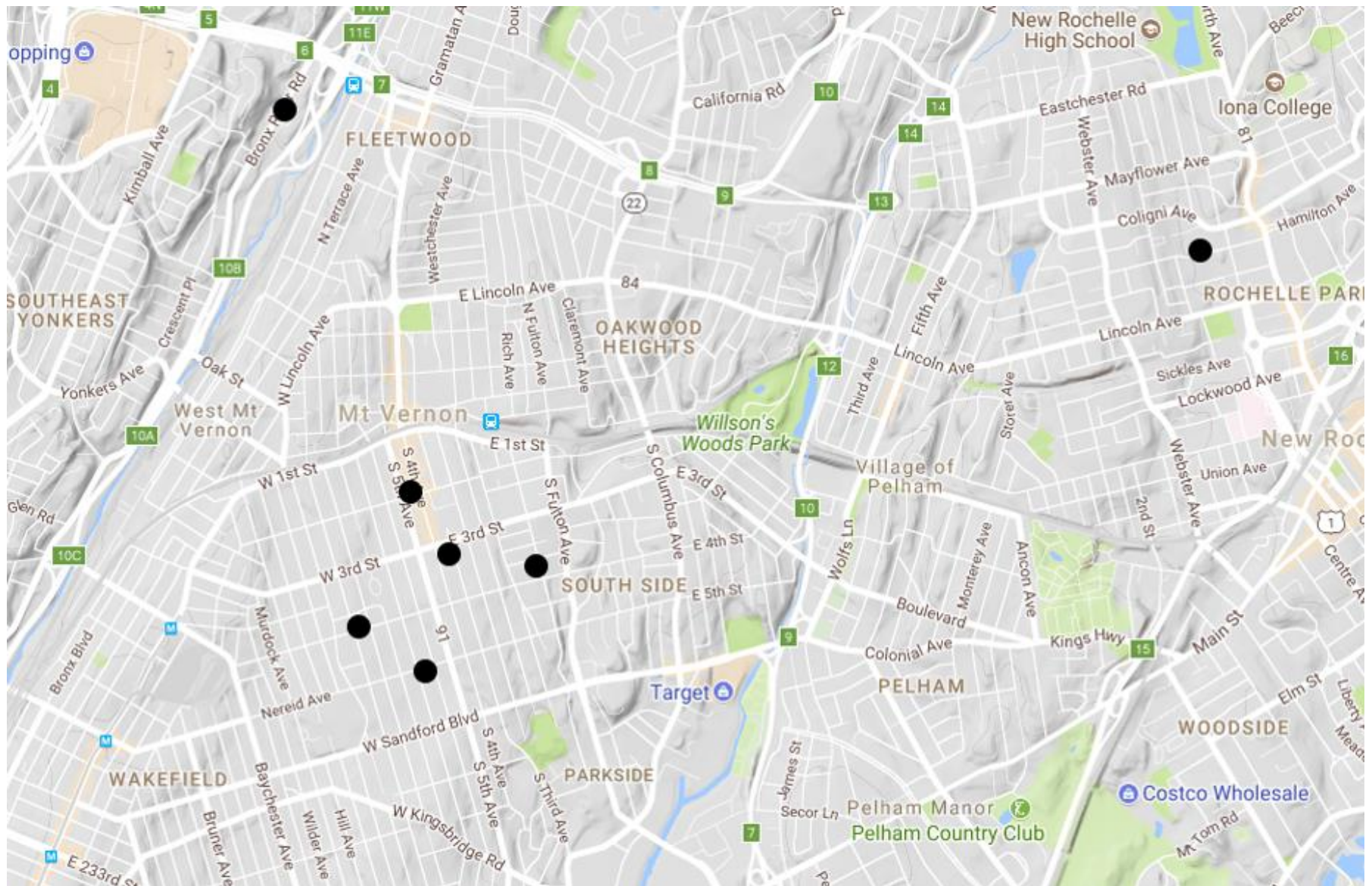




# Poughkeepsie

# Newburgh





# Westchester



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# Rochester (ROCH) Catchment Area



# Rochester

Monroe



Wayne

Livingston

Ontario

Seneca

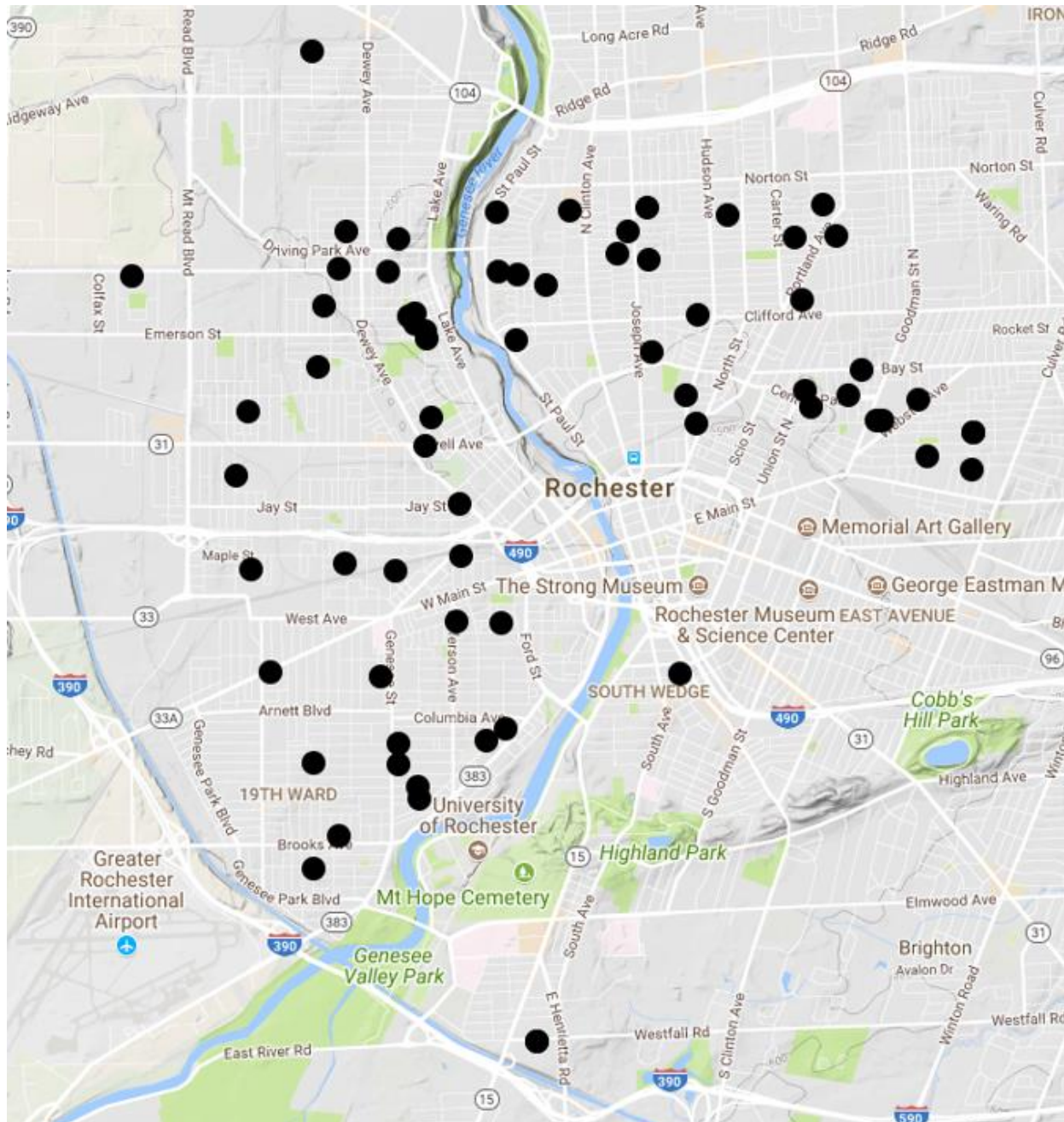
Yates

★ Rochester  
CMSO

Schuyler

Steuben

Chemung



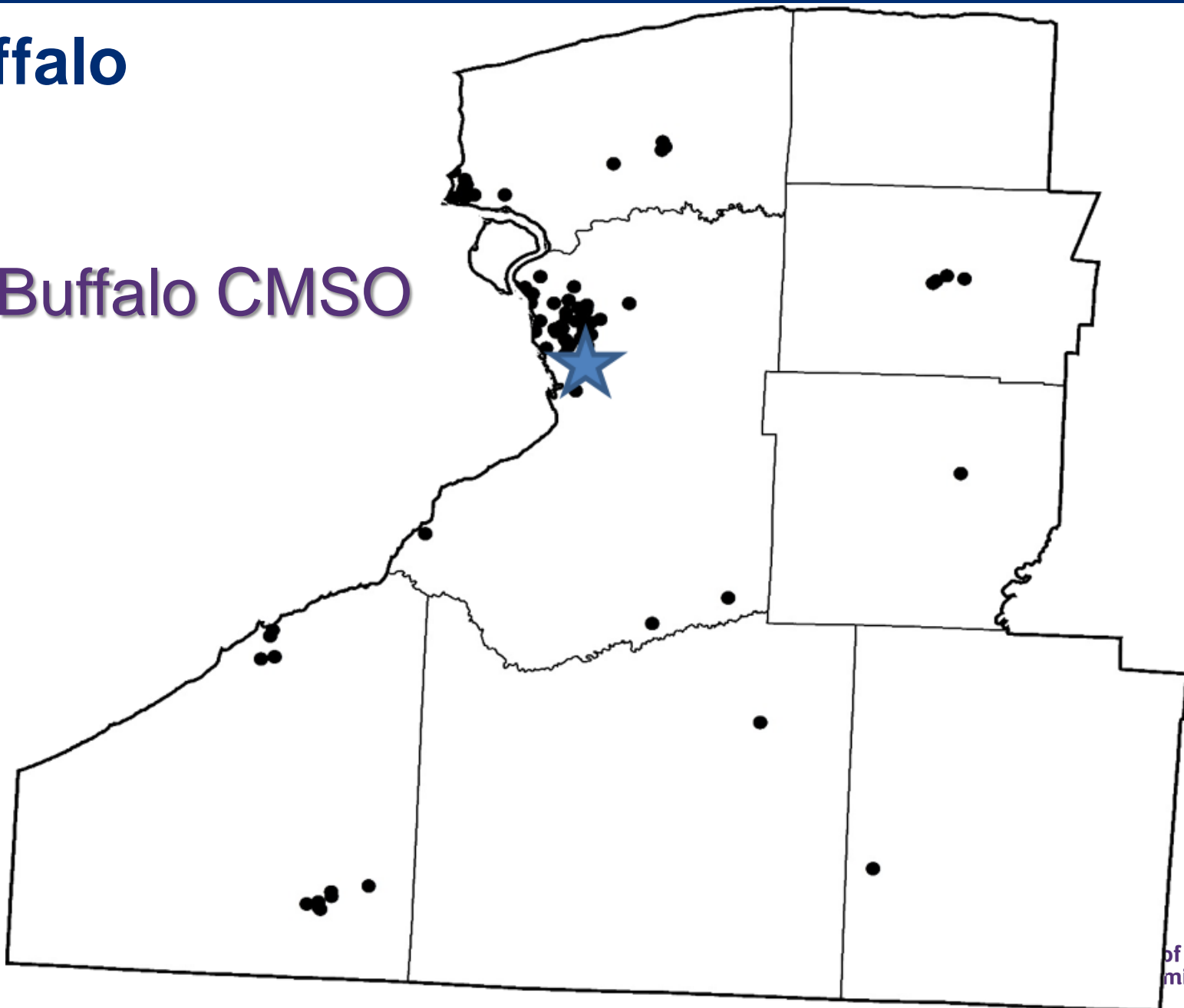
# City of Rochester



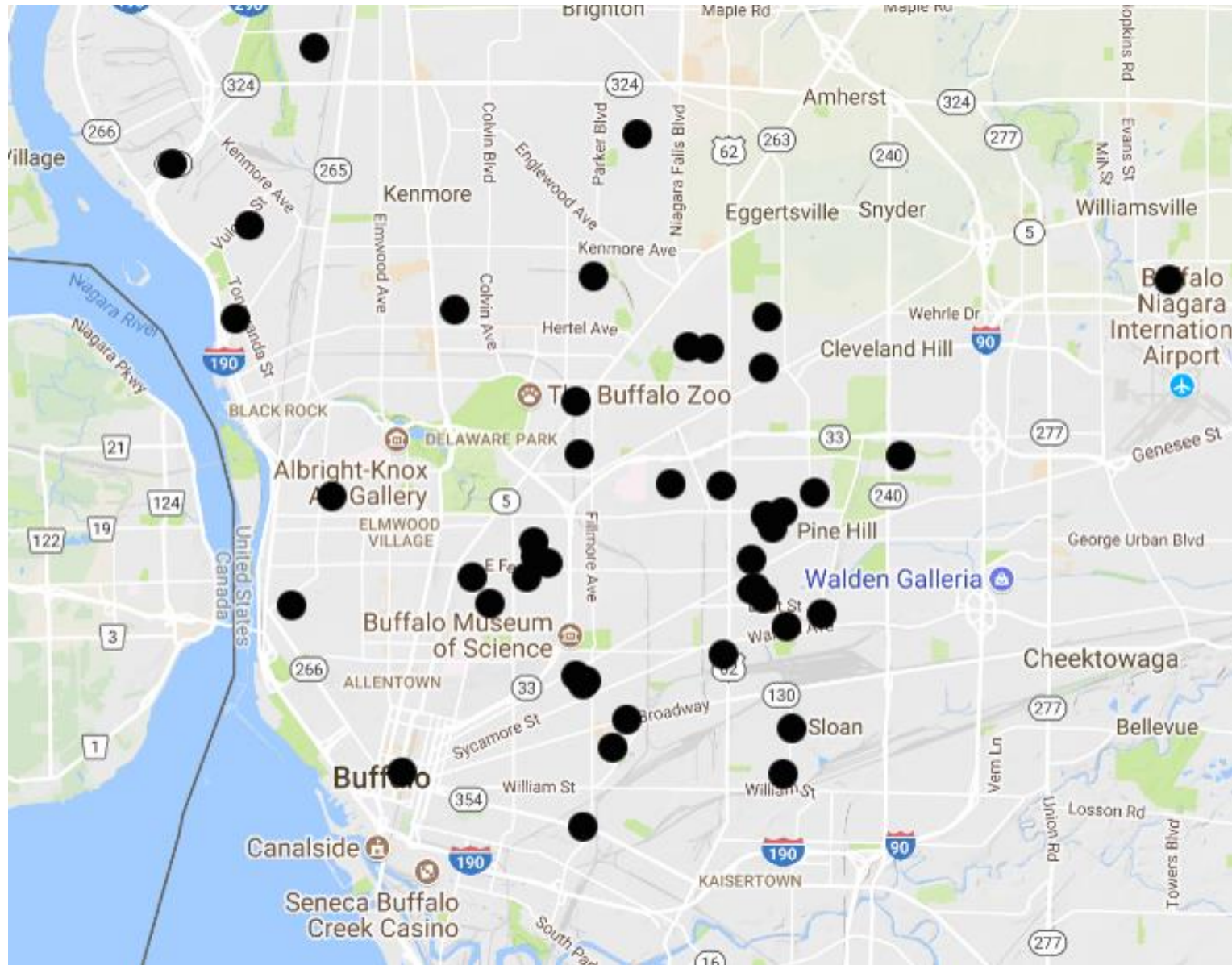
# Buffalo (BUF) Catchment Area

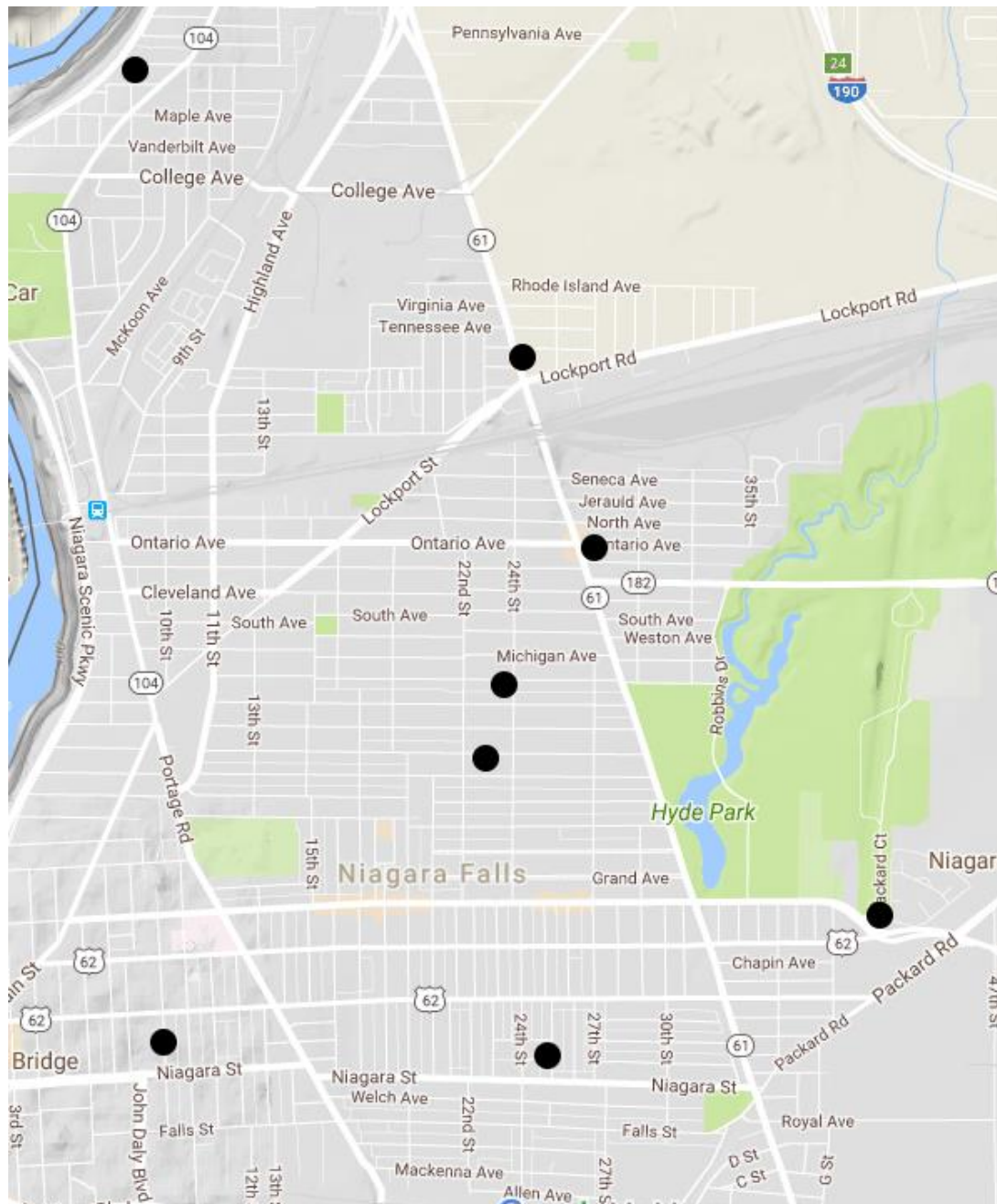
# Buffalo

★ Buffalo CMSO



# City of Buffalo





# City of Niagara



# Community Multi-Service Offices (CMSOs)

## **Mid-Hudson CMSO**

103 Executive Drive, 2<sup>nd</sup> 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 and Subcontractor Relationship



# 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





Office of Children  
and Family Services

# Minority- and Women-Owned Business Enterprises (MWBE) Equal Employment Opportunity (EEO)

## 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.  
<http://ocfs.ny.gov/main/bcm/MWBE-Appendix.pdf>

# 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-3460, *Minority and Women-Owned Business Enterprises (MWBE) Equal Employment Opportunity (EEO) Policy Statement*
  - 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](mailto: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](mailto: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](mailto:mwbeinfo@ocfs.ny.gov)

Call: 518-486-7224

Web: <http://ocfs.ny.gov/main/bcm/>

- **NYS M/WBE Directory and NYS Contract System (NYSCS)**

Web: <https://ny.newnycontracts.com>

- **Empire State Development**

Web: <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

