NEW YORK STATE | Division of Criminal Justice Services

REQUEST FOR PROPOSALS (RFP)

SFY 2022-23

Alternatives to Incarceration, Employment Focused Services and Jail Based Cognitive Behavioral Interventions Programs

(ATI, Employment and Jail-based CBI Programs)

KEY DATES AND NOTICES:	
Release Date of RFP:	April 27, 2022
Submission Deadline:	June 15, 2022 *at 12 Noon*
Estimated Total Program Funding:	$15.3 million
Anticipated Number of Awards:	55-65
Bidder's Conference/Webinar:	May 4, 2022
Deadline for Final Submission of Questions Regarding this RFP:	May 11, 2022
Response to Questions Regarding this Posted (on or about):	May 23, 2022
Notification of Awards (on or about):	August 29, 2022
Anticipated Contract Start Date:	January 1, 2023

1. Proposals must be received by the submission deadline on-line via the DCJS Grants Management System (GMS). **Applicants who are not registered to access GMS will need to obtain user access to respond to this solicitation.** See Appendix: *DCJS Grants Management System (GMS) Instructions and Helpful Hints.*

2. **Grants Gateway Pre-Qualification** – **To be considered for an award,** not-for-profit (NFP) applicants **must** be pre-qualified through the NYS Grants Gateway prior to the RFP submission deadline. **NFP** a**pplicants should begin this process as soon as possible**. See Appendix: *Grants Gateway Prequalification Requirement.*

3. Questions regarding this RFP must be emailed to funding@dcjs.ny.gov. Responses to the questions will be posted on the DCJS website at http://www.criminaljustice.ny.gov/ofpa/index.htm on or about date indicated above. If the applicant has any general questions such as, "Did DCJS receive my e-mail?" please call (518) 457-9787. Please note that DCJS cannot answer substantive questions concerning this solicitation in any manner other than the e-mail method. **The DCJS GMS Help Desk is available Monday through Friday between the hours of 9:00 am and 5:00 pm. Please be aware that there is no technical assistance available on weekends, or after 5 pm on weekdays.**

4. A bidder's conference(s) will be held virtually via WebEx on ***May 4, 2022 at 1:00pm. (See Appendix: Webinar and/or Bidder's Conference Information).***

5. Applicants will be advised of award decisions via a letter of notification, which will be emailed to the address provided by applicant in GMS. Where applicable, applicants not receiving an award will receive notification via email to the address provided by applicant in GMS. A debriefing is available to

any entity that submitted a proposal in response to this solicitation who is not successful in receiving an award. (See RFP Section: Notification of Awards.)

6. Unless otherwise modified by DCJS, the contract period for this grant opportunity will be January 1, 2023 – December 31, 2023, with four one-year optional renewals.

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ATTACHMENT:

Attachment 1: Program Logic Model Template (fillable)

I. INTRODUCTION

The New York State Division of Criminal Justice Services (DCJS) seeks proposals to support programs that deliver targeted, effective interventions which aims to reduce recidivism and victimization while also reducing unnecessary reliance on costly incarceration. Approximately $15.3 million is expected to be made available to fund Alternatives to Incarceration (ATI) programs, Employment Focused Services and Jail-Based Cognitive Behavioral Interventions (CBI) in New York State.

DCJS seeks proposals from local government and community based programs/agencies that have experience working with criminal justice populations or have the interest and ability to work with criminal justice involved populations to deliver effective, targeted interventions that reduce criminal behaviors by focusing on treatment needs and criminogenic risks. Programs should serve communities with a demonstrated need for services. Proposed programs must have strong collaborations with local criminal justice agencies, particularly with those who are expected to refer eligible individuals for program services.

DCJS enhances public safety by providing resources and services that inform decision making and improve the quality of the criminal justice system. DCJS is a multi-function criminal justice support agency with a variety of responsibilities, including collection and analysis of statewide crime data; operation of the DNA databank; maintenance of criminal history records and fingerprint files; administration of the state's Sex Offender Registry and Missing Persons Clearinghouse; and administration of federal and state criminal justice funds, including identifying and funding programs that reduce crime, recidivism, and victimization. DCJS also conducts research on critical criminal and youth justice issues and provides training, and regulation to the State's law enforcement, community corrections and prosecutorial communities.

DCJS is committed to providing programs that improve the effectiveness of New York's justice system. Proposals will be evaluated and selected for funding consistent with the best interests of the state. Applicants are encouraged to demonstrate in their response to this solicitation how their proposal supports New York's commitment to public safety.

II. REQUEST FOR PROPOSALS GUIDELINES

A. Funding

Approximately $15.3 million is expected to be made available to support the programs described below. More specifically:

- Up to $7.8 million will be made available to support Alternatives to Incarceration (ATI) programs which include the following models:
  - Pretrial Services
  - Defender Based Advocacy
  - Treatment Alternatives for Safer Communities (TASC)
  - Specialized Services/Probation Violation Residential Centers / or Other ATI program models

- Up to $6.3 million will be made available to support Employment Focused Services programs.
- Up to $3 million will be made available to support Jail-based Cognitive Intervention programs.

All funding must support program efforts that will be accomplished during the contract period. Funding under this program must supplement, not supplant, non-grant funds that would otherwise be available for expenditure on the programs proposed. DCJS reserves the right to prioritize the awarding of funds in a manner that provides a geographic balance of services throughout the state and/or to underserved populations. Underserved populations include but are not limited to, women, individuals convicted of sex crimes, veterans, individuals with mental illness and other behavioral health problems, and/or individuals with developmental disabilities. No single applicant proposal should request more than 15% of the available funding for each funding category as provided above. All applicants are reminded to propose a budget that accurately reflects anticipated actual costs of goods and services.

Contracts will be expenditure-based, reimbursement contracts. However, proposals must provide intended numbers-served targets for each required service. For example, proposals describing intakes into a program should include the intended number of intakes to be enrolled, as well as the intended number to be served, the number of expected completions, etc. Prior to contract execution, DCJS will work with prospective grantees to develop expected annual targets for participants served in each required service.

B. Allowable Use of State Funds

Awarded funds may only be used for expenses or costs directly related to the operation of the program and delivery of the program services. Budgets will be based on actual expenses needed to support the program. These costs may include personnel, fringe benefits, staff training, consultant services, equipment, supplies, travel and subsistence, new space rental of facilities (for not-for-profit applicants), and all other expenses as justified for the efficient and successful operation of the program. Specific one-time start-up costs may also be requested as part of the overall budget, for new programs or expansions of existing programs that have not previously received DCJS grant support for start-up implementation costs. Indirect costs of up to 15% of the total direct costs may be reimbursed to not-for-profit applicants, but indirect costs are not an allowable expense for governmental organizations.

C. Applicant Eligibility Requirements

Not-for-profit organizations and units of local government in New York State are eligible to submit proposals in response to this RFP.

D. Contract Term

Grant award contracts, unless otherwise modified by DCJS, will be for a term of one-year effective January 1, 2023 through December 31, 2023, with four one-year optional renewals.

E. Proposal Submission

Separate proposals must be submitted for each program model (as outlined in section II) requested to be funded as follows:

- An applicant proposing to provide services in multiple non-contiguous counties must provide separate proposals for each area and each funding program model.

  For example, applicant proposes to provide services in Albany, Oneida and Livingston counties. Three separate proposals would be submitted.

- An applicant proposing to provide services from one location but accept referrals from multiple contiguous counties or court districts must submit one proposal for each funding program model.

  For example, applicant proposes to provide Program model X in Albany County and accept referrals from Albany, Schenectady, and Rensselaer counties, one proposal would be submitted. However, if same applicant proposes to also provide Program model Y in Albany County and accept referrals from the same counties, another separate proposal must be submitted.

- New York City is considered one jurisdiction, and an applicant proposing to serve individuals from more than one borough must submit one proposal for each funding program model.

  For example, applicant wants to provide two or more different programs in NYC. Separate proposals for each program model must be submitted.

III. FUNDING CATEGORIES AND PROGRAM MODELS

A. Alternatives to Incarceration

The Alternatives to Incarceration programs funding category includes the following program models (1-4). Separate proposals must be submitted for each program model proposed. Program model description, applicant eligibility and required program services are provided below:

Program Models

1. Pretrial Programs

Programs serving persons under consideration for Release Under Supervision/Non-Monetary Conditions, when authorized or requested by the court, will interview individuals, and inform conditions of release. Program staff review criminal history for presence of warrants, domestic violence history, and weapons restrictions and advise the Court of findings. Additionally, pretrial services agencies will, when authorized or requested by the court, monitor or supervise individuals and refer clients to court ordered services. When requested by the Office of Court Administration, pretrial services agencies will also notify defendants to return for all court appearances.

Applicant Eligibility Criteria:

Eligible applicants are not-for-profit organizations and units of local government.

Applicants must demonstrate in their proposal that there are a sufficient number of arraignments to result in an appropriate number of referrals to sustain a viable pretrial services program. Please refer to Appendix: *Lower Court Arraignments for Adults (18+) by County and Charge Class, 2021* to review arraignment data for your county.

Target Population:

Any individual(s) arrested and subject to release under non-monetary conditions.

Required Services:

- **Program Intake:** Interview individuals for non-monetary conditions of release; and review criminal history for warrants, domestic violence cases, weapons restrictions and advise the Court. Programs may utilize a validated tool (CPL Sec 510.45 3 (a and b)) if available and made accessible to the court upon request. Such tools should ensure results are free from discrimination on the basis of race, national origin, sex, or other protected class.

- **Monitor/Supervise:** Monitor or Supervise individuals released by the court. Staff will update the court of jurisdiction as appropriate. Individual will continue to be monitored or supervised until final disposition or advised otherwise by the court.

Optional Services:

Optional Services are allowed but are not required. Programs proposing to provide optional services may request additional funds with justification. Optional Services

(and related milestones) are subject to final DCJS approval, should an award be made.

Optional services may include, but not be limited to facilitating Cognitive Behavioral Interventions (CBI), referrals to services for additional stabilization or criminogenic needs.

2. Defender Based Advocacy Programs (DBA)

DBA programs prepare detailed, written Client Specific Plans for individuals facing misdemeanor and/or felony cases that are subject to sentences of incarceration. DBA programs recommend a decreased sentence of incarceration or recommend specific community-based services as an alternative to incarceration. DBA programs may advocate to the court that individuals be referred to evidence-based services in the community and may also provide case-management services.

Applicant Eligibility Criteria:

Eligible applicants are public defender offices and not-for-profit organizations that partner with public defender offices. Not-for-profit organizations must demonstrate the support of the public defender's office they propose partnering with to be eligible to apply.

Target Population:

Individuals charged with a misdemeanor and/or felony level offense who are subject to a sentence of incarceration.

Required Services:

- **Program Intake:** Obtain court paperwork for individuals who are eligible for the program.

- **Client Specific Planning**: An assessment and psychosocial interview will be conducted for the purpose of developing a written client-specific plan with the focus on public safety and be presented to the court.

Optional Services:

Optional Services are allowed but are not required. Programs proposing to provide optional services may request additional funds with justification. Optional Services (and related milestones) are subject to final DCJS approval, should an award be made.

Optional services may include but are not limited to case management; diversion services; referrals to services for additional stabilization or criminogenic needs.

3. Treatment Accountability for Safer Communities (TASC) Programs

The TASC alternative to incarceration program model most often provides a program intervention in combination with dismissal or reduction of criminal charges. These programs target individuals with behavioral health needs (e.g., substance use disorders and/or mental illness) who would otherwise be sentenced to incarceration and/or those who are at higher risk of recidivism based on either a standardized or specialized risk need assessment. TASC programs monitor an individual's participation in the referred services and provide regular reporting to the court. TASC model program proposals can be stand-alone or support a problem-solving court, such as a drug court.

Applicant Eligibility Criteria:

Eligible applicants are not-for-profit organizations and units of local government.

Target Population:

Felony or misdemeanor arrestees with behavioral health needs (e.g., substance use disorders and/or mental illness) who would otherwise be sentenced to incarceration and/or those who are at higher risk of recidivism based on either a standardized or specialized risk need assessment. Programs should be targeted to individuals arrested for Penal Law (PL) felonies and misdemeanors, and Vehicle and Traffic Law (VTL) felonies and misdemeanors.

Required Services:

- **Program Intake**: Screen individuals for eligibility and need for treatment. Conduct interview and any necessary assessments and/or screenings, assignment to case manager for case planning and management, and oversight.

- **Case Management:** Develop comprehensive case plan based on assessment(s). Referral and collaboration with applicable treatment service providers identified in the case plan (e.g., Substance Abuse and Behavioral Health programs); case manager will monitor client progress in treatment and update applicable entity(s) (i.e., probation and/or court of jurisdiction) as appropriate.

- **Program Completion**: Participant completes required services, and/or court termination. Discharge plan completed.

Optional Services:

Optional Services are allowed but are not required. Programs proposing to provide optional services may request additional funds with justification. Optional Services (and related milestones) are subject to final DCJS approval should an award be made.

Optional services may include, but not be limited to, diversion services; referrals to services for additional stabilization or criminogenic needs; providing or referring to CBI and/or employment readiness (*Ready Set Work!*).

4. Programs Serving Specialized or Underserved Populations, Probation Violation Residential Centers (PVRC), or Other ATI program models

Programs serving specialized or underserved populations will screen, assess, and provide services to criminal justice involved individuals, which can include specialized and underserved populations (such as women, sex offenders, developmentally disabled, veterans, and those focusing on stabilization needs (e.g., homelessness)).

Probation Violation Residential Center (PVRC) programs involve not-for-profit service providers assisting local probation departments in stabilizing individuals with felony convictions sentenced to probation supervision who are engaging in non-compliant behaviors that have, or will likely result in, the filing of a violation of probation, revocation, and potential commitment to state prison. The PVRC is a residential model that includes CBI services.

Alternatives to Incarceration program models that have not been identified earlier in this RFP may also apply for funding under this model. If you plan to propose use of a program model not identified in this RFP (i.e., an "Other ATI" program model), information must be provided to support its effectiveness with the criminal justice population in the reduction of incarceration or recidivism.

Applicant Eligibility Criteria:

Only not-for-profit organizations are eligible to submit proposals for PVRC programs. Not-for-profit organizations and units of local government are eligible to submit proposals for programs serving specialized or underserved populations and Other ATI programs.

Target Population:

Individual applicants may propose to serve specialized or underserved populations, which can include, but are not limited to, women, individuals convicted of sex crimes, individuals with mental illness, and/or individuals with developmental disabilities that are at a moderate/high risk of recidivism or detention/incarceration and/or who have

criminogenic needs, such as behavioral health needs based on a standardized or specialized risk needs assessment.

For PVRC model, the target population is individuals convicted of felony crimes who are sentenced to probation, 18 years of age and older who have a violation of probation or are at high risk of probation violation that could result in a state prison sentence.

Required Services:

- **Program Intake**: Screen individuals for eligibility and need for treatment; conduct interview and any necessary assessments and/or screenings.

- **Case Management**: Develop comprehensive case plan based on assessment(s); referral and collaboration with applicable treatment service providers identified in the case plan; program staff will monitor client progress in program provided intervention and/or treatment and update applicable entity(s) (i.e., probation and/or court of jurisdiction) as appropriate.

- **Program Completion**: Participant completes required services, and/or court termination.

Optional Services:

Optional Services are allowed but are not required. Programs proposing to provide optional services may request additional funds with justification. Optional Services (and related milestones) are subject to final DCJS approval should an award be made.

Optional services can include but are not limited to discharge planning, diversion services; referrals to services for additional stabilization or criminogenic needs; providing or referring to CBI; and/or employment readiness (*Ready Set Work!*).

B. Employment Focused Services (EFS):

Programs will provide evidence-based employment-focused interventions to individuals at a moderate or high risk for recidivism who demonstrate moderate to high needs related to obtaining and maintaining employment.

Applicant Eligibility Criteria:

Eligible applicants include not-for-profit organizations and units of local government. **A letter of support and cooperation with the primary referral source will be required**

and is subject to verification by DCJS. If a letter is NOT included in the application, the application will not be reviewed.

Target Population:

Program will serve individuals at moderate to high risk of re-offending with moderate to high employment needs per DCJS approved risk and need assessment. DCJS encourages all applicants to develop a sound plan for being able to obtain participant referrals in a timely manner.

The following target populations are eligible to receive services under this RFP:

- Individuals on parole supervision who are assessed as having a high or moderate risk of re-offending and high or moderate employment need. Priority should be given to individuals who have returned to the community within the past six months.
  ****** Research has shown employment programming for supervised criminal justice populations is more effective when offered in proximity to the date an individual is placed on community supervision.

- Individuals on probation supervision who are assessed as having a high or moderate risk of re-offending and high or moderate employment need.

- Individuals referred by a court who are assessed as having a high or moderate risk of re-offending and high or moderate employment need.

Target populations will be unemployed or significantly underemployed individuals involved with the justice system and under community supervision or court referral. The target population will also likely display significant barriers to employment, such as deficits in education, skills, work experience, training, inter-personal skills, motivation, and interest. These individuals may also face barriers such as a lack of stable housing, substance abuse, mental illness, learning disabilities, unreliable or inadequate transportation, unstable childcare arrangements, or other circumstances that would negatively impact sustained employment.

Required Services:

- **Program Intake**: Programs must complete Risk/Needs Assessment and Employment Retention Plans.

- **CBI and Employment Readiness**: Programs must offer services in an approved DCJS CBI and Employment Readiness program.

- **Hard Skills Training and/or Educational Services**: Programs must offer a hard skills training program (e.g., OSHA 40) and/or HSE/educational services, **OR Subsidized/Transitional Employment**: Programs must offer either subsidized employment or transitional employment. Subsidized employment occurs when a portion of the participants' wages are reimbursed to employers for a defined period of time during which the employers provide training and support. Transitional employment occurs when programs offer supervised work experience and skills development, with temporary, income-generating employment. The subsidized or transitional employment phase of proposed programs shall last at least 30 days. Programs are encouraged to provide a combination of hard skills training, educational services and subsidized/transitional employment.

- **Unsubsidized Job Placement**: Programs assists with linkages to employment for participants, as well as verification of job placement.

- **Unsubsidized 90 Day Job Retention**: Programs address barriers to sustained employment. Programs maintain contact with participants throughout this 90-day period to ensure that employment is maintained; pay stubs or other verification methods shall be provided to demonstrate sustained employment.

C. Jail Based Cognitive Behavioral Intervention (CBI) Programs

Individuals released from jail have high rates of recidivism upon release. DCJS analysis shows that 66% of individuals released from jail were reconvicted of a crime within five years. CBI services have been demonstrated to improve the individual's understanding of the ways in which thoughts influence behaviors and, ultimately, provide the individual with the skills needed to change thinking and behavior. This RFP is designed to provide CBI services to jail inmates within a jail setting. There are three CBI curricula that are pre-approved for use by DCJS (see Appendix: *Pre-Approved Cognitive Behavioral Curricula* for additional information):

- Thinking for a Change (T4C) – A 25 module curriculum completed in closed groups.
- Moral Reconation Therapy (MRT) – A 12 to 16 step curriculum which allows for rolling group admissions: and
- Interactive Journaling – This curriculum can be completed individually or within a group setting.

Applicant Eligibility Criteria:

Not-for-profit organizations are eligible to apply with a letter of support demonstrating cooperation from both the local jail administrator or sheriff and the agency applying. Letters of support shall describe: the specific roles and responsibilities of the not-for-profit

organization; the sheriff's or jail administrator's commitment to the program; the availability of a dedicated meeting space (i.e., classroom) for the CBI program; ability and commitment to provide uninterrupted class time (approximately 2 hours per session); and access to jail facility for program staff. The commitment of support will be subject to verification by DCJS. A sample letter has been included as an Appendix to this RFP.

Sheriffs or jail administrators are eligible to apply in partnership with a not-for-profit organization for the provision of CBI services. **A letter of support and cooperation, as described above, will be required and is subject to verification by DCJS. If a letter is NOT included in the application, the application will not be reviewed.**

Individuals who have been convicted and are serving a sentence have a more predictable release date. However, given that individuals may serve lengthy periods in pretrial detention, pretrial detainees who are probable to be held for a minimum of 90 days may also be included in the CBI if there is expected to be sufficient time to complete the program.

Target Population:

Individuals at a moderate/high risk of recidivism who are detained/sentenced to local jail and who have an interest in changing their thinking and behavior to avoid returning to jail in the future. Individuals targeted for participation should be those ***incarcerated with at least 90 days remaining in facility***. CBI will be allowed to be completed in the community if deemed necessary due to unforeseen early release reasons. Lower risk individuals, based on a validated risk needs or specialized assessment are also eligible, as class space permits. Programs may screen individuals for program eligibility who are detained pretrial or who have been sentenced following conviction for a crime. When individuals are screened for program eligibility, it is essential that criteria include expected length of confinement in jail. Individuals should be expected to remain confined for sufficient time to successfully complete the program.

Required Services:

- **Program Intake:** Includes interview and any assessments and/or screenings that occur, enrollment into a CBI while incarcerated.

- **Cognitive Behavioral Intervention:** facilitation of an approved cognitive behavioral intervention.

- **Program Completion:** Complete a DCJS approved CBI.

Optional Services:

Optional Services are allowed but are not required. Programs proposing to provide

optional services may request additional funds with justification. Optional Services (and related milestones) are subject to final DCJS approval should an award be made.

Optional services can include but are not limited to transitional plans; services post incarceration (either voluntary or while under community supervision) for criminogenic and stabilization needs; and employment readiness (*Ready Set Work!)*

IV. EVIDENCE-BASED PRACTICES AND REFERENCE MATERIALS

A. Logic Model

All applicants must complete and submit a logic model clearly describing the program's goals, the activities intended to achieve those goals, the resources available and needed to perform those activities, metrics that will be used to monitor those activities, and the expected short- and long-term outcomes.

The logic model is intended to help applicants and DCJS understand how the program's proposed components will achieve the desired outcomes. Applicants are encouraged to complete the logic model as a first step, then refer to the logic model when answering the scored questions.

A sample logic model is provided in Appendix: *Sample Logic Model*. Additionally, a fillable logic model template is included as Attachment: *Program Logic Model Template (fillable)*, which applicants will be directed to complete to support their request for funding. For additional assistance developing a logic model, please refer to the National Institute of Corrections guide to building logic models: https://info.nicic.gov/ebdm/node/76.

B. Implementation, Fidelity, and Evaluation

DCJS is committed to funding evidence-based interventions that increase public safety in a cost-efficient way. Grantees will be required to fully participate in the DCJS Implementation, Fidelity, and Evaluation System, through which DCJS will:

- Engage grantees in a process of reflection and continuous improvement,
- Confirm that programs are implemented and operating as designed,
- Measure fidelity to the CBI curricula offered by the program,
- Work closely with grantees to provide technical assistance and develop plans to encourage continuous improvement, and
- Utilize case-level data to provide feedback reports to grantees and to conduct evaluation studies.

Grantees are encouraged to review the Appendix: *General Operating Guidelines for DCJS Funded Community Corrections Programs* before preparing their applications. Grantees are expected to be familiar with the principles of effective

interventions and the risk, needs, and responsivity (RNR) framework. For more information, see https://nicic.gov/theprinciplesofeffectiveinterventions).

C. Reference Materials

1. Required Services by Program Model Chart– See Appendix: *Required Services Chart by Program Model*

2. Data Tables:

   - Appendix: *Lower Court Arraignments for Adults (18+) by County and Charge Class, 2021*

   - Annual Jail Population, 2021
     https://www.criminaljustice.ny.gov/crimnet/ojsa/jail_pop_y.pdf

   - Dispositions of Adult Arrests
     https://www.criminaljustice.ny.gov/crimnet/ojsa/dispos/index.htm

   - Appendix: *DOCCS Releases to County by Supervision Level, 2021*

V. EVALUATION AND SELECTION OF APPLICATIONS

Tier I Evaluation – Threshold Pass/Fail

The Tier I Evaluation assesses whether proposals satisfy minimum "pass/fail" criteria for funding. All proposals will be initially screened by DCJS reviewers to ensure the following:

- Proposal was received by the published deadline.
- Applicant is eligible as defined by this solicitation; and
- Applicant is an eligible, pre-qualified entity in the Grants Gateway. (*This pre-qualification requirement applies only to not-for-profit applicants).*
- A letter of support from the referral source(s) of program applicants is required for both Jail Based Cognitive Behavioral Intervention (CBI) Programs and Employment Focused Services Programs.
- Completed Logic Model submitted with the proposal.

Tier I Evaluation criteria will receive pass/fail ratings. Any proposal that does not meet each of these conditions may be subject to disqualification from further review. DCJS may, at their discretion, request additional information from an applicant as deemed necessary.

Tier II Evaluation – Evaluation and Scoring

DCJS staff reviewers will evaluate proposals that successfully pass the Tier I Evaluation. A standard rating tool will be used to score responses to questions provided in the proposal (see

Questions section for additional information). The maximum proposal score will not exceed 100 points. Each response will be scored, and all scores will be totaled, resulting in an overall score. Applicants must attain a minimum proposal score of 70 points to be eligible for funding. The final score will be determined by averaging Team Reviewers' overall scores for each proposal. DCJS may, at their discretion, request additional information from an applicant as deemed necessary. Also, in the event of a substantial scoring disparity, defined as 20 or more points of the total available points, an additional reviewer may rate the affected proposals and the average of all the scores will determine the final average score of the proposal. In the event of a tie score among applicants, and where both applicants cannot be selected, an additional reviewer will rate the affected proposals and the average of the scores will represent the final score.

Tier III Evaluation – Assessments and Final Decisions

The Tier III Evaluation assessments will be conducted by designated DCJS executive staff. During the Tier III Evaluation, applicants shall be selected for funding and award amounts shall be determined through consideration of some or all of the following: Tier II Evaluation scoring and comments, strategic priorities, available funding and best overall value to New York State.

Final award decisions will be made by DCJS in accordance with the best interests of the State. Nothing herein requires DCJS to approve funding for any applicant.

The DCJS Commissioner or designee will make final decisions regarding approval and individual award amounts based on the quality of each submission, the recommendations of the reviewers, specific criteria set forth in this solicitation and, where applicable, geographic balance of available funding and or program models.

VI. REQUEST FOR PROPOSAL QUESTIONS

Applicants must respond to the questions below within the DCJS Grants Management System (GMS), as instructed. **GMS instructions are located as an Appendix to this solicitation.** Applicants should first prepare prospective responses in a Microsoft Word Document using Arial, 11-point font and 1.5 line spacing.

Responses should then be copied and pasted to GMS under the *Question*s module "tab" of the application. **Applicants are also required to attach the Microsoft Word document with responses to these questions using the *Attachments* module on GMS.**

Responses to the following questions will be scored and are the basis for Tier II Evaluation funding recommendations. **Note:** The aggregate scoring value assigned to all questions equals a total possible score of 100 points. Applicants must attain a minimum proposal score of 70 points to be eligible for funding. All questions, including sub-sections and those which have no point value, must be answered.

Program Narrative Questions

Each application proposal shall include the following information as well as answers to questions #1 - #9. If not applying for a Jail-Based CBI program, enter N/A for question #10. Jail-Based CBI program applicants must **ALSO** answer question #10 **IN FULL**:

1. **Provide the following information regarding the proposed program model and location: (0 points)**

    a. What program model are you applying for/proposing?
    b. Where will the program operate?
    c. Which geographic area (county, counties, or NYC) will be served?
    d. Is this a new or existing program?

2. **Inventory of Service Needs (10 points); 5 points for Jail programs**

    a. Describe the current service needs within the geographic area(s) where your program will operate.

    b. Describe how the services you are proposing will meet a need or fill a service gap you have identified in the geographic area(s) where you plan to operate.

    c. How will your program complement other existing local program services, and what distinguishes your proposed program from programs that are currently providing similar services (e.g., employment services), if any, to the population you propose to serve?

3. **Logic Model (<u>required</u> component, 0 points)** – In order for GMS to accept your application, a Logic Model must be attached in GMS, once the completed Logic Model is attached in GMS, enter "see attached" for this question.

The logic model is intended to help applicants and DCJS understand the program's goals and how the components of the proposed program will help achieve the desired outcomes. Applicants should first complete a logic model for the proposed program, then refer to that logic model when answering all scored narrative questions.

Logic models should clearly describe program goals, assumptions, inputs, potential barriers, activities, outputs, and outcomes. When preparing the Logic Model, please include all "Required Services" and selected "Optional Services," as outlined in the model description for the program model you are proposing, located within this RFP in Appendix: *Required Services Chart by Program Model.*

All applicants must submit a Logic Model that includes these components:

- **Goals**: the intended results of your proposed program
- **Assumptions**: expectations or beliefs about your organization and current partnerships
- **Inputs**: the resources needed and available to perform proposed activities
- **Potential Barriers:** obstacles which might prevent successful implementation of program components
- **Activities**: the strategies that will be implemented to help achieve articulated goals
- **Outputs**: work products that will be used to monitor these activities
- **Outcomes**: the expected short- and long-term outcomes and impacts

DCJS has provided a fillable Logic Model Template as an Attachment to this RFP, which can be completed to satisfy this requirement. If your program has developed a logic model in a different format that includes all components referenced above, you may attach the completed logic model document into the attachment section in GMS to meet this requirement.

For additional assistance developing a logic model, please see the Appendix: *Sample Logic Model*, and also refer to the National Institute of Corrections guide to building logic models: https://info.nicic.gov/ebdm/node/76.

4. Referral System (20 points); 15 points for Jail programs

a. Identify the source(s) of program referrals and detail how individuals will be referred to your program. Describe any existing or planned protocols, including a proposed meeting schedule that has or will be established with referring agencies/entities.

b. Describe any outreach efforts that have been made to potential and/or committed referral agency(s). Please list the name of the person(s) with whom you spoke at the referral agency(s) and include their title, contact information and the agency name. Describe commitments made by the referring agency(s) to provide a sufficient number of ongoing referrals within the target population. Please include the approximate number of referrals the referring agency(s) have committed to making annually, once the program is fully operational. Please consider the available data referenced in Section: IV – C as well as any information available in your local jurisdictions.

c. Describe the existing process in place or to be established to maintain ongoing communication with partnering agencies to which you will refer participants. Include any partnering agencies responsible for providing services in your program proposal. Describe the roles and responsibilities of all parties involved and which service they will be responsible for.

See Appendix: *General Operating Guidelines for DCJS Funded Community*

Corrections Programs Section: A – 3 for a description of the referral practices all programs are expected to have in place.

5. Program Components (30 points); 20 points for Jail Programs

When responding to the following questions, please refer to Appendices *General Operating Guidelines for DCJS Funded Community Corrections Programs-Evidence Based Practices*, and *Required Services Chart*, and your program's completed logic model.

a. Describe your program's primary goals.

b. Describe the population(s) you plan to serve. Include in this description the system point(s) (e.g., pretrial, post sentence) at which participants may be referred and relevant eligibility criteria (i.e., risk level, age, gender, education level, jail sentence, time from release, time from placement on supervision, criminogenic needs, etc.). Specify any criteria that would exclude individuals from participating.

c. Describe your program's activities/strategies. Please include the following:

   i. A description of the identification, screening, intake, and assessment process.

   ii. A list of the risk and needs assessment and/or other instruments to be used and name the agency that will complete them. If a referral agency is completing risk/need assessments, describe how you will ensure assessment results are provided to you.

   iii. Clear description of how assessment information will be used to develop the case plan, including the proposed program intervention(s) delivered at appropriate dosage based on risk/needs assessment.

   iv. The precise criteria for successful program completion, and how this will be measured and documented. Please ensure that your response addresses all required services identified for your program model.

   v. A statement of how the activities/strategies are expected to contribute to program outputs and outcomes, including recidivism reduction or helping participants remain in the community.

   vi. In consideration of the available data referenced in section IV-C as well as any information available in your local jurisdiction(s),

determine and provide the anticipated target numbers for all required service components.

vii. If applicable, a description of how your program proposes to incentivize enrollment, participation, and completion of required services (i.e., stipends, gift cards, bus passes, electronics, etc.).

d. If applicable, describe any optional service(s) of your proposed program model. Please refer to the program model descriptions provided in the RFP Section: III. Please explain how your proposed optional service(s) will enhance participant engagement and increase successful program completion.

6. Experience and Qualifications of the Organization (15 points)

a. Describe your organization's experience, if any, with the development and implementation of programs involving criminal justice populations, including what successful outcomes your organization has achieved.

b. Describe your organization's experience, if any, collaborating with entities that serve justice involved individuals.

c. Provide a detailed timetable for the first year of program operation including hiring, training, and developing internal infrastructure, as well as, an anticipated start date for serving participants.

7. Experience and Qualifications of Program Leadership and Staff (10 points)

Programs should employ highly qualified management and staff with the credentials, training, and experience necessary to effectively deliver proposed interventions and meet other program goals.

a. Describe the experience and background of the Program Director who will be responsible for overall management of services. Attach a resume for this person in GMS.

b. Provide a job description for each position (hired or to be hired) that will be required to administer this program, include experience, qualifications, and credentials. Also include or address the following:

i. Do current staff meet the requirements of the job description? If not, what training needs exist?

ii. Provide information pertaining to other personnel, program and administrative staff that will contribute to the proposed program,

including title, proposed job duties, education, work experience, and required training or certification.

c. If a Cognitive Behavioral Intervention (CBI) and/or Employment Readiness programming are a component, please advise whether the applicant (or partnering agency of the applicant) currently has certified facilitators to deliver the proposed curriculum. If training is needed, outline the plan to train or to obtain certified facilitators in the proposed delivery/provision of a CBI and /or Employment Readiness programming (as applicable).

8. Operating Budget Detail and Justification (15 points)

Using the Appendix: *Budget Detail Worksheet and Budget Narrative* sheet as a guide, enter the expenditure based operating budget directly into the **Budget** module "tab" of the GMS application. Prepare a line-item budget, including justification, by appropriate category of expense (e.g., Personnel, Fringe Benefits, Consultants, etc.). All funded positions should clearly indicate the general duties, full annual salary of the position, hours worked per week, and proposed hours or percentage FTE supported by the grant. Budgets should reflect total projected costs for a 12-month contract period and be limited to eligible costs. Operating budgets must not exceed the applicant's eligible award amount if provided in the RFP. Please note:

a. The detailed budget for the grant period must be complete and provide sufficient detail. It must also be reasonable and appropriate, as determined by DCJS, and directly tied to the program goals and objectives. For subcontracted agencies approved to provide services, where applicable, upload signed and executed agreements and the subcontractor's approved operating budget using the **Attachment** Module on GMS.

b. Consultant Services: All consultant services must be obtained in a manner that provides for fair and open competition. The rate for a consultant should not exceed $650 for an eight-hour day (not including travel and subsistence costs). A rate exceeding $650 per eight-hour day requires prior written approval from DCJS and may be approved on a case-by-case basis where adequate justification is provided, and expenses are reasonable and allowable. A grant award recipient obtaining consultant services that cost in excess of $10,000 must use a competitive bidding process. A grant award recipient who proposes to obtain consultant services from a particular vendor without competitive bidding, will be required to obtain the prior written approval of DCJS. The request for approval must be in writing and set forth, at a minimum, a detailed justification for selection and basis upon which the price was determined to be reasonable. Further, such consultant services must be in accordance with the guidelines, bulletins and regulations of the NYS Office of the State Comptroller, State Procurement Council and, if applicable, the U.S. Department of Justice.

Note:

- Not-for-Profits: Funding for indirect costs, including administrative, is capped at a rate of 15%.
- Governmental Organizations: Indirect costs, including administrative, are not an allowable expense for governmental organizations.

Scoring will include the reasonableness of cost based in part on the anticipated target numbers for all required service components as answered in Question #5c.

9. Work plan (0 points)

In the GMS Work plan module, enter "To Be Determined" for your Project Goal, Objective, Task, and Performance Measure. These entries are necessary for the GMS to accept your proposal. All proposals should include a proposed work plan as outlined in Appendix: *Sample Work Plan Format* as an attachment in GMS. Applicants receiving an award will be assisted by DCJS staff to develop a finalized program work plan, including program goals, objectives, tasks, and performance measures. Accordingly, there are no points attributed to this component of your proposal. **Once the work plan is attached in GMS, enter "see attached" for this question.**

In addition to the required questions outlined above, those applying for Jail Based Cognitive Behavioral Intervention (CBI) Programs must answer the following Question #10 in full. Applicants not applying for Jail Based CBI programs will enter N/A**:**

10. Logistics of Jail Programs (**20 points)**

The Designated Program Officer (as defined as the person at the jail that manages the day-to-day jail program operations), should work in conjunction with the Sheriff and Jail Administrator in preparing responses to the questions in this section.

a. In a jail setting, security protocols can sometimes hinder the ability of jail-based CBI program personnel to move within the facility to the approved program space. How will the facility provide access for program personnel to move to approved program locations in a timely fashion?
Indicate if program personnel will need to be escorted while in the jail and, if so, will jail staff be available to provide escort.

b. In a jail setting, it can be challenging to have all program participants arrive to the designated classroom space by the scheduled start time. Please describe the procedures the jail has in place to ensure participants will arrive on time and remain for the completion of the CBI sessions (approximately 90-120 minutes per session).

c. Securing space can also be challenging in a jail setting. Describe how the facility will ensure that private space, which is large enough to host a group intervention, is available to deliver CBI services consistent with the

proposed curriculum's model.

d. Each session of a commonly used cognitive-behavioral intervention takes approximately 90-120 minutes to facilitate. The facility must be able to dedicate blocks of uninterrupted classroom time for the proposed CBI, in accordance with the developer's guidelines (for example 120 minutes per session of T4C, delivered 2 to 3 times per week). Describe how facility staff will ensure the availability of sufficient classroom time to complete CBI sessions.

e. There may be situations when a jail may have to suspend physical access to community programming in the facility. Please identify any current or proposed plan that ensure jail-based CBI services continue if program staff are not able to be physically present in the jail. Does the jail have the technology and ability to allow interventions to be delivered in other ways approved by the CBI author/developer?

VII. NOTIFICATION OF AWARDS

Applicants approved for funding will be notified in writing by DCJS via email to the email address provided in GMS. The terms of the final contract agreement are subject to negotiation between DCJS and the grantee.

For those not approved to receive funding awards, notifications will be sent in writing via email to the email address provided in GMS.

A debriefing is available to any entity that submitted a proposal in response to this solicitation and was not successful in receiving an award. Applicants will be accorded fair and equal treatment with respect to an opportunity for a debriefing. A debriefing shall be requested in writing by the unsuccessful Applicant within 15 calendar days of being notified in writing by DCJS that the Application was not selected for an award.

An unsuccessful Applicant's written request for a debriefing must include specific questions that the Applicant wishes to be addressed and must be submitted to DCJS via the funding mailbox at funding@dcjs.ny.gov with the following in the subject line: **Request for Debriefing ATI, Employment and Jail based CBI RFP.** The debriefing shall be scheduled to occur within 30 days business days of receipt of written request by DCJS or as soon after that time as feasible.

The preferred method for the debriefing will be in-person, however, upon mutual agreement by all parties, another means such as via telephone, webinar, or any combination thereof may occur.

If DCJS and a successful award recipient cannot agree to contract terms within ninety days of notification of selection for award, DCJS reserves the right to rescind the award and redistribute the funds.

VIII. REPORTING REQUIREMENTS

Case-Level Data Reporting
Each month, grantees will be required to report case-level data to DCJS through the Community Corrections Data Submission (CCDS) application. DCJS will require case level information and elements related to program progress to be reported for each program participant. Required data elements will be determined for each program model and sub-model.

DCJS will provide training to grantees about how to use the CCDS application to report case-level data and to produce on-demand reports. A User Guide will also be shared with grantees.

DCJS will use case-level data to prepare routine reports summarizing program activity and participant outcomes. These reports can be used by grantees to monitor program progress and inform programming decisions. DCJS also uses the case-level data to conduct studies examining criminal justice and program outcomes.

Monthly data should be entered into CCDS no later than the 10th day of the following month (e.g., January data are due February 10th).

If an award is made, grantees should identify the staff responsible for data entry and compliance with reporting requirements.

Quarterly Fiscal Reports
All grantees will be required to submit quarterly fiscal reports and claims for payment based on the reporting due dates.

Calendar Quarter	Report Due
January 1 - March 31	April 30
April 1 - June 30	July 31
July 1 - September 30	October 31
October 1 - December 31	January 31

IX. ADMINISTRATION OF CONTRACTS

DCJS will negotiate and develop a contract with each successful applicant. If DCJS and the successful applicant cannot agree to contract terms within ninety days of notification of selection for award DCJS reserves the right to rescind the award and redistribute the funds.

Contract Approval
A grant contract may be subject to approval by the NYS Office of the Attorney General (OAG) and the Office of the State Comptroller (OSC) before funding may be disbursed. For contracts subject to the approval of the Attorney General and the Comptroller of the State of New York, the Contract shall be of no force and effect until said approval has been received and indicated thereon.

Contract Term
DCJS will enter into a contract period as noted in this solicitation. DCJS reserves the right to modify the contract term in the best interests of the State.

Contract Activities
All activities must have prior approval from DCJS and meet the guidelines established by the State of New York.

Contract Changes
Contracts resulting from this solicitation may be executed, increased, terminated, renewed, decreased, extended or amended or renegotiated for any reason at the discretion of the Commissioner of DCJS because of contractual performance, changes in project conditions, or as otherwise may be in the best interests of New York State.

Records
The grantee will keep books, ledgers, receipts, personnel time and effort records, consultant agreements and inventory records pertinent to the project and consistent with DCJS contractual provisions and mandated guidelines. In accordance with the standard contract Appendix A-1 (see "Standard Contract Provisions" below), grantee staff whose salaries are paid in whole or in part from grant funds shall maintain a time recording system that shows the time and effort devoted to the grant project.

Liability
Nothing in the contract between DCJS and the grantee shall impose liability on the State of New York for injury or damages incurred during the performance of approved grant activities or caused by the use of equipment purchased with grant funds.

Payments
Payments to reimburse project expenses will be made pursuant to a schedule specified in the contract between the State of New York and the grant award recipient. Where applicable, performance-based expenses will be reimbursed in compliance with the contract milestone performance and costs budget and the project work plan. Payment for invoices submitted by the Contractor shall only be rendered electronically unless payment by paper check is expressly authorized by the Commissioner, in the Commissioner's sole discretion, due to extenuating circumstances. Such electronic payment shall be made in accordance with ordinary State procedures and practices. The Contractor shall comply with the State Comptroller's procedures to authorize electronic payments. Authorization forms are available at the State Comptroller's website at www.osc.state.ny.us/epay/index.htm, or by email at epayments@osc.state.ny.us.

Contractor acknowledges that it will not receive payment on any invoices submitted under this Contract if it does not comply with the State Comptroller's electronic payment procedures, except where the Commissioner has expressly authorized payment by paper check as set forth above.

To enroll in e-Payments:

1. Log in to the Vendor Self-Service Portal
2. Select the "Enroll in e-Payments (Direct Deposit)" link
3. Follow the prompts to complete your enrollment

Don't have an account? Enroll in the Vendor Self-Service Portal

Update or add additional bank accounts

See the section *Update or Add Locations* at Update Vendor Information and Access.

For assistance, email ePayments@osc.state.ny.us

Reports
The grantee shall submit all reports to DCJS in a format and time frame as specified by DCJS. The progress reports of the grantee's activities under this contract must be submitted electronically as directed by DCJS. Independent of any reporting schedule, all grantees will be required to inform DCJS of any program issues that are significantly impacting program performance. Any project funded under this solicitation must comply with the requirements established by DCJS. The grantee agrees to submit any other reports considered relevant by DCJS.

Performance Review
The grantee's performance in all areas mentioned above, in addition to the services contracted for, will be monitored periodically by DCJS and will take the form of site visits, program file review, written and telephone communication, and any other methods deemed necessary by DCJS to ascertain the quality and quantity of grantee activities.

Disposition of Allocations
DCJS reserves the right to reject applications, deny awards, or defer applications for future consideration based on insufficient information in the application, lack of accompanying documentation, the inappropriateness of the project proposed, an organizational history of unsuccessful projects of a similar nature, or a history of contract non-compliance.

Revocation of Funds
Funds awarded to an applicant who does not implement an approved project within 90 calendar days of the contract start date may be revoked and redistributed at the discretion of the Commissioner of the DCJS or his or her designee.

Encouraging Use of New York State Businesses in Contract Performance

New York State businesses have a substantial presence in State contracts and strongly contribute to the economies of the State and the nation. In recognition of their economic activity and leadership in doing business in New York State, applicants for this solicitation are strongly encouraged and expected to consider New York State businesses in the fulfillment of the requirements of the contract(s) resulting from this solicitation. Such partnering with New York State businesses may be as subcontractors, suppliers, protégés or other supporting roles. To assist in demonstrating commitment to the use of New York State businesses in the performance of the contract(s), all applicants must complete the form provided on the DCJS website entitled*:* *Encouraging Use of New York State Businesses in Contract Performance* and submit the completed form as an attachment to their application in GMS. There are no points attributable to this component of the application.

Use of Service-Disabled Veteran-owned Business Enterprises in Contract Performance
Article 17-B of the Executive Law enacted in 2014 acknowledges that Service-Disabled Veteran-Owned Businesses (SDVOBs) strongly contribute to the economies of the State and the nation. As defenders of our nation and in recognition of their economic activity in doing business in New York State, bidders/proposers for this contract for commodities, services or technology are strongly encouraged and expected to consider SDVOBs in the fulfillment of the requirements of the contract. Such partnering may be as subcontractors, suppliers, protégés or other supporting roles. SDVOBs can be readily identified on the directory of certified businesses at https://online.ogs.ny.gov/SDVOB/search

Bidders/proposers need to be aware that all authorized users of this contract will be strongly encouraged to the maximum extent practical and consistent with legal requirements of the State Finance Law and the Executive Law to use responsible and responsive SDVOBs in purchasing and utilizing commodities, services and technology that are of equal quality and functionality to those that may be obtained from non-SDVOBs. Furthermore, bidders/proposers are reminded that they must continue to utilize small, minority and women-owned businesses consistent with current State law. Utilizing SDVOBs in State contracts will help create more private sector jobs, rebuild New York State's infrastructure, and maximize economic activity to the mutual benefit of the contractor and its SDVOB partners. SDVOBs will promote the contractor's optimal performance under the contract, thereby fully benefiting the public sector programs that are supported by associated public procurements.

Public procurements can drive and improve the State's economic engine through promotion of the use of SDVOBs by its contractors. The State, therefore, expects bidders/proposers to provide maximum assistance to SDVOBs in their contract performance. The potential participation by all kinds of SDVOBs will deliver great value to the State and its taxpayers.
For additional information, please contact OGS at 518 474-2015 or at veteransDevelopment@ogs.ny.gov. There are no points attributable to this component of the application.

Standard Contract Provisions
Any contracts negotiated as a result of this solicitation will be subject to the provisions of the Master Grant Agreement, including the State Specific Terms and Conditions, Agency Specific

Terms and Conditions, Program Specific Terms and conditions, and other standard clauses for all New York State grant contracts with DCJS. Applicable contract appendices and attachments are available on the DCJS website at https://www.criminaljustice.ny.gov/ofpa/applcntgrntfrms.html.

Minority and Women-Owned Business Enterprises (M/WBE) and Equal Employment Opportunity (EEO) Requirements

DCJS recognizes its obligation under New York State Executive Law Article 15-A to promote opportunities for the participation of certified minority-and women-owned business enterprises (M/WBEs), as well as the employment of minority group members and women in the performance of DCJS contracts.

Contracts in excess of $25,000 require grant recipients to document good faith efforts to provide meaningful participation by M/WBEs as subcontractors or suppliers in the performance of grant contracts, as well as the employment of minority group members and women.

Accordingly, applicants requesting in excess of $25,000 must be prepared to submit a Local Assistance M/WBE Subcontractor/Supplier Utilization Proposal Form (DCJS-3301), and a Local Assistance M/WBE NPS Discretionary Budget Determination Worksheet (DCJS-3309). For contracts in excess of $250,000 applicants must also submit an M/WBE Equal Employment Opportunity Staffing Plan (DCJS-3300). All forms are located at http://www.criminaljustice.ny.gov/ofpa/mwbe/index.htm.

DCJS will review the submitted Local Assistance M/WBE Equal Employment Opportunity Staffing Plan, the Local Assistance M/WBE Subcontractor/Supplier Utilization Proposal Form, Local Assistance M/WBE NPS Discretionary Budget Determination Worksheet, and Minority and Women-Owned Business Enterprises and Equal Employment Opportunity Policy Statement and advise the applicant of DCJS' acceptance once an award determination is made. For additional information regarding M/WBE requirements see also https://www.criminaljustice.ny.gov/ofpa/applcntgrntfrms.html There are no points attributable to this component of the application.

Sexual Harassment Prevention Certification

As of January 1, 2019, bidders on procurements subject to competitive bidding in New York State, are required to submit a certification with every bid that states they have a policy addressing sexual harassment prevention and that they provide sexual harassment training to all employees on an annual basis. Pursuant to State Finance Law §139-l, bidders responding to a competitively bid Request for Proposals (RFPs), must certify that by submission of their bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies its own organization, under penalty of perjury, that the bidder has implemented a written policy addressing sexual harassment prevention in the workplace and provides annual sexual harassment prevention training to all of its employees. Such policy shall, at a minimum, meet the requirements of section two hundred one-g of the labor law. Bidders that do not certify will not be considered for award; provided however, that if the bidder cannot make the certification, the bidder provides a signed statement with their bid detailing the reasons why the certification cannot be made.

In addition to requiring this certification for competitively bid RFPs, DCJS has included this requirement for all grantees receiving funds from DCJS. Grantees must provide certification that they have implemented a written policy addressing sexual harassment prevention in the workplace and that they provide annual sexual harassment prevention training to all of their employees.

Therefore, all applicants to this RFP must complete the certification provided on the DCJS website at: https://www.criminaljustice.ny.gov/ofpa/pdfdocs/sexual_harassment_prevention_policy_training_cert.pdf *(please copy/paste the link into your browser*) and submit the completed certification as an attachment to the application in GMS.

Vendor Responsibility
Not-for-Profit entities that are receiving an award of $100,000 or greater are required to complete an updated Vendor Responsibility Questionnaire. The questionnaire and additional information are available on the NYS Office of State Comptroller website: http://www.osc.state.ny.us/vendrep/. Any not-for-profit sub-grantees must also complete a Vendor Responsibility Questionnaire.

Charities Registration
Not-for-Profit entities must also ensure that their filing requirements are up-to-date with the Charities Bureau of the NYS Attorney General's Office. Further information on the registration requirements may be obtained at the Attorney General's website: http://www.charitiesnys.com/home.jsp.

Data Universal Numbering System (DUNS) Registration Requirements
All DCJS funding applicants are required to provide a DUNS number. If you are unsure whether or not your organization has a DUNS number, check with your Fiscal Officer. New applicants will enter the DUNS number in GMS while completing the Participant section; existing DCJS grantees whose DUNS number is not already on file should email the number to funding@dcjs.ny.gov to have it entered by DCJS staff prior to submission of the application. Any organization needing a DUNS number can register through the following link: http://fedgov.dnb.com/webform. Please note the process of requesting and receiving a DUNS number and/or having it entered into GMS by DCJS staff will require additional time. It is strongly recommended that applicants begin this process early.

X. APPLICATION SUBMISSION AND REQUIREMENTS

A. Specific Instructions Regarding Proposal Submission – See Section II (E)

B. Grants Management System (GMS)

Proposals must be submitted to DCJS using the Grants Management System (GMS). First time GMS users should review the GMS User Manual located at http://www.criminaljustice.ny.gov/ofpa/gms.htm. If you need assistance with accessing

and using GMS, please contact the DCJS Office of Program Development and Funding (OPDF) GMS Help Desk at (518) 457-9787. **The DCJS GMS Help Desk is available Monday through Friday between the hours of 9:00 am and 5:00 pm. Please be aware that there is no technical assistance available on weekends, or after 5 PM on weekdays.**

The following information is specific to this solicitation. For general guidance and GMS Helpful Hints see Appendix: *Grants Management System (GMS) Instructions and Helpful Hints.*

Submitting a Proposal on GMS

To submit a new proposal on GMS, log on to the system and click on "Project." Click the "New" button at the top of the project grid. This will take you to a screen that says, "Select a Program Office." Using the drop-down box, find and select the name of program ***"ATI, Employment and Jail-based CBI Programs"*** Click "Create Project." Your application will now be ready to complete.

Completing the Application

Applicants are encouraged to complete the GMS registration as well as the registration and/or pre-qualification on the NYS Grants Gateway System, where applicable, early to avoid any concerns with these automated systems. Grants Gateway prequalification and GMS signatory registration **must** be complete prior to the submission of a proposal.

Each application will include the following components that must be completed using GMS:

- Participant name(s).
- Contact information for all participating agencies per application.
- Program specific questions.
- Project budget; and
- Project work plan as outlined in this RFP.
- Any required attachments, such as letters of support.
- Any other requirements as outlined in this RFP.

When all of the above requirements and GMS Application components are completed, click the "***Submit***" button. Once all fields are complete and you submit successfully, GMS will display a screen that says, "*Your application has been submitted*."

XI. APPLICATION CHECKLIST

- All Applicants: Complete all DCJS Grants Management System (GMS) Registration Requirements – See Appendix – *DCJS Grants Management System (GMS) Instructions and Helpful Hints.*
- Not-for-Profit Applicants: Complete Grants Gateway Prequalification Requirements – See Appendix: *Grants Gateway Prequalification Requirement*

- Complete all necessary contractual requirements as described in Section: *Administration of Contracts.*
- Answer Program Narrative Questions in *QUESTIONS* Tab in GMS and attach a Word Document file containing the questions and answers using the ATTACHMENT Tab in GMS.
- Complete *BUDGET* TAB in GMS by entering the line-item Operating Budget. See Appendix for guidance: *Budget Detail Worksheet and Narrative Guide*
- Complete a Workplan for proposed program using the template given in the Appendices section below and attach using the ATTACHMENT Tab in GMS.
- Attach a completed Logic Model using the ATTACHMENT Tab in GMS.
- For Jail Based CBI and EFS Programs-Attach Letter(s) of Support using the ATTACHMENT Tab in GMS.
- Any other requirements as outlined in this RFP.

APPENDIX: *Webinar and/or Bidder's Conference Information*

Topic: REQUEST FOR PROPOSALS (RFP) SFY 2022-23 Alternatives to Incarceration, Employment Focused Services and Jail Based CBI
Host: Nicole Aldi
Date: Wednesday, May 4, 2022
Time: 1:00 pm, Eastern Daylight Time (New York, GMT-04:00)
Session Number: Not Available
Registration password: This session does not require a registration password.

To register for this training session

Go to https://meetny.webex.com/meetny/k2/j.php?MTID=ta9bd7a2b026beb7eaafa52a7cb5b6b16 and register.

Once you are approved by the host, you will receive a confirmation email with instructions for joining the session.

To view in other time zones or languages, please click the link
https://meetny.webex.com/meetny/k2/j.php?MTID=t8d6718015a3dbd2e27a450f966b52be3

For assistance

You can contact Nicole Aldi at:
nicole.aldi@dcjs.ny.gov

https://www.webex.com

APPENDIX: *DCJS Grants Management System (GMS) Instructions and Helpful Hints*

GMS Helpful Hints: See Proposal/Application for additional specific GMS directions.

First time GMS users should review the GMS User Manual located at http://www.criminaljustice.ny.gov/ofpa/gms.htm. Persons familiar with GMS can use the following simplified guidelines:

Getting Started: Sign on to GMS.

Click "Project" to go to project grid. Click the "New" button at the top of the project grid. This will take you to a screen that says "Select a Program Office" in a drop-down box format. Find and highlight ***"ATI, Employment and Jail-based CBI Programs"*** then click "Create Project."

This begins your application. You may work on the application, save and return to it at a later time, except as noted below. Note that GMS will time out after 30 minutes of inactivity. That means that you should save your work frequently. Each save re-sets the timer.

In the newly-created project complete the following modules which are listed across the top of the screen:

General - Complete the text screens and press save.

Participants/Contacts - Complete the text screens and press save.

Click on "Add Participant" and in the search prompt that appears type in your agency name. This should take you to a list, find your agency, and click in the blue section of your agency name. This will prompt a drop down list that defaults to "Grantee." Click "Add." If there will be a separate Implementing Agency, repeat the process, choosing "Implementing Agency" as the Participant Type. In the event your agency is not listed, click the "New" button to add your agency to our database. Please complete all required information on the screen, including the Employer Identification Number (EIN) before you SAVE the entry. GMS will only allow one attempt then locks the entry to edits. Should you still need additional information added to the Participant record, please call GMS Help at (518) 457-9787.

Scroll to the bottom of the screen to add contact information. Click on "Add Contact" and in the search prompt that appears type in the last name of the person to be added. This should take you to a list. Find the person to be added and click in the blue section of the name. This will prompt a drop down list that defaults to "Primary." Ensure you do this until you have added a minimum of three contacts: Primary, Signatory and Fiscal. In the event that the contact you are attempting to add does not appear in a search, click the "New Contact" button to add the contact to our database.

Note: If the signatory you try to add is not eSignature registered, you will get an error message and will not be allowed to add that person at that time. You will NOT be able to submit the

application without a signatory attached.

Budget - See RFP for specific instructions.

Work plan - See RFP for specific instructions.

Questions – See RFP for specific instructions.

Hint: Answers should be developed in Word. GMS will time out after 30 minutes and unsaved material will be lost. Cutting and pasting from a Word document will prevent the loss of any work.

Attachments -
Click on "Attachment," and upload the required attachments for this solicitation. Note: Follow the instructions in the GMS User's Manual for Attachments; also, see screen instructions for accepted file types and advice on file names.

Remember: Failure to submit required documents may be considered the same as failure to meet the deadline for application submission. This may result in a non-award due to the application being untimely.

When all requirements are completed, click the "Submit" button. Once all fields are complete and the application is submitted, GMS will display a screen that says, "*Your application has been submitted*."

APPENDIX: *Grants Gateway Prequalification Requirement – Not-for-Profit Applicants Only*

Grants Gateway Pre-Qualification
Not-for-profit applicants **must** be pre-qualified through the New York State Grants Gateway prior to the application submission deadline to be eligible for awards under this funding. **Applicants are strongly encouraged to begin this process as soon as possible**.

Pursuant to the New York State Division of Budget Bulletin H-1032, dated June 7, 2013, New York State has instituted key reform initiatives to the grant contract process, which require not-for-profits to register in the Grants Gateway and complete the Vendor Prequalification process for proposals to be evaluated. Information on these initiatives can be found on the Grants Reform Website at http://www.grantsreform.ny.gov/.

Specific questions about the prequalification process should be referred to your agency representative or to the Grants Reform Team at grantsreform@budget.ny.gov.

Once your Prequalification Application has been approved, you will receive a Gateway notification that you are now prequalified to do business with New York State.

Vendors are strongly encouraged to begin this process as soon as possible to participate in this opportunity.

APPENDIX: *Best Practices for Preparing an Effective Grant Application*

What to do when you have received the Request for Proposals (RFP):

It is important to start early in preparing your application, highlighting deadlines and/or tasks that must be completed as part of the application process.

Review all plans, strategies, policies and documents related to the grant you are applying for to ensure you can appropriately address the goals and objectives pertaining to the nature of the grant opportunity.

What to do when you are completing the application:

Ensure that the proposed budget is realistic, reasonable, and articulate how your budget will address the objectives of the grant opportunity.

Review and evaluate the scoring criteria. Pay close attention to the sections that are weighted the most, as they have a greater impact on your overall score.

What to do prior to submitting your application:

Make sure that you have completed all the required sections of the application and attached all the required documents in GMS. Applicants are strongly recommended to share their completed applications with a colleague to ensure that the application is clearly written, complete, and addresses all the objectives of the grant opportunity.

APPENDIX: *Glossary of Terms*

Cognitive Behavioral Intervention (CBI) – A program service that is based on the belief that behavior is mediated by cognitive processes, CBIs teach participants to examine their own thoughts and emotions, to recognize when negative thoughts and emotions are escalating in intensity and then use learned strategies to change their thinking and behavior.

Community Corrections Data Submission (CCDS) – an application in the Integrated Justice (IJ) Portal used by DCJS grantees to report case-level data on program participants and target achievements. These are the official case-level data used by DCJS to monitor program performance. All grantees are contractually required to report data as specified by DCJS. Automated reports are available to grantees through the CCDS application to assist in reviewing data and monitoring progress toward annual targets. The case-level data reported in CCDS are used by the DCJS Office of Justice Research and Performance to prepare routine reports for agency staff and grantees.

Criminogenic Needs – Characteristics, traits, problems, or issues of an individual that directly relate to the individual's likelihood to re-offend and commit another crime. Criminogenic needs are identified in validated risk and need assessments. Services should target higher criminogenic needs as research indicates this helps to reduce recidivism.

DCJS – Division of Criminal Justice Services

DCJS OJRP – Office of Justice Research Performance

DCJS OPDF – Office of Program Development Funding

DCJS OPCA – Office of Probation and Correctional Alternatives

DOCCS – Department of Correctional and Community Supervision

Dosage – Intensity (length and amount) of services provided to individuals involved in the Criminal justice system based on a validated risk need assessment. Higher intensity of services should be provided to higher risk individuals based on their identified needs.

Evidence Based Practice (EBP) – The objective, balanced, and responsible use of current research and the best available data to guide policy and practice decisions, such that outcomes for consumers are improved. Evidence-based practice focuses on approaches demonstrated to be effective through empirical research rather than through anecdotal or professional experience alone.

Expenditure-Based Budget – Planned expenditures needed to implement a program. Using known paid expenses for goods and services to generate a financial plan in support of a project or program.

GMS – Grants Management System

Grant Award Agreements – A contract used by New York State to state the terms and conditions of funding awards and the program's goals, objectives, and evaluations of results.

LOA – Letter of Agreement

Motivational Interviewing – A technique used by professionals to help clients resolve ambivalent feelings and insecurities to find the internal motivation they need to change their behavior. It is a practical, empathetic, and short-term process that takes into consideration how difficult it is to make life changes.

NIC – National Institute of Corrections

WDS – Workforce Development Specialist

Principles of Effective Practice – A four-pronged approach to service delivery;
The Risk Principle tells us WHO we should direct services to. *The Need Principle* tells us WHAT area we need to address to reduce the likelihood of recidivism. *The Responsivity Principle* tells us HOW we should work with someone to increase successes. *The Program Integrity Principle* is providing quality programming through leadership, staff training, and quality controls.

Subsidized Employment – Subsidized employment occurs when part of the participant's wages are reimbursed to the employer for a trial employment period during which the employer provides training and support services to prepare participants for long term unsubsidized employment. The length of the subsidized employment phase of the program should be at least 30 days.

Transitional Employment – Transitional employment offers temporary, income-generating employment for hard-to-employ individuals with the goal of improving their employability through supervised work experience and skills development, including interaction with co-workers and supervisors. The wages for this employment are typically paid by the service provider who serves as the employer of record. The length of the transitional employment phase of the program should be at least 30 days.

Work Plan – Outlines the goals, objectives, tasks and required case file documentation associated with implementing a program supported by DCJS.

APPENDIX*: General Operating Guidelines for DCJS Funded Community Corrections Programs*

A. Program Administration (applies to all programs receiving DCJS funding)

1. Staff Training: Staff are trained in the specific evidence-based practices and interventions used by the program. Initial training is provided before new staff begin delivering interventions.Ongoing training is provided for all staff. All assessments are conducted by individuals who have completed training recommended by the developer of the specific instrument used.

2. Target Population: The program has written eligibility and exclusionary criteria to assist staff in determining which prospective participants are admitted into the program and to identify situations where an individual should be referred to an alternate program.

3. Referral Mechanism: The program maintains a referral network and referring organizations are aware of the criteria for eligibility and exclusion from the program. Regular scheduled meetings between the program and referral source(s) are expected to be held semi-annually at a minimum and attended to maintain open communication between the program and referring entities.

4. Completion Criteria: Clear criteria for program completion considers an individual's progress indeveloping pro-social behaviors and attitudes, completion of individual case plans, and completion of group curricula, where applicable.

5. Record Keeping: Complete and accurate records include assessment results, case plans withprogress notes, and discharge plans with referrals for continued services, where applicable. Required case file documentation will be outlined in the program workplan.

6. Quality Assurance System: Quality Assurance methods include file reviews and regular observation of and feedback to staff delivering services.

B. Screening, Assessment, and Case Planning

1. Screening should be completed prior to program enrollment and should consider participants availability for program participation.

    a) Risk Assessment: Use DCJS approved validated instruments to assess risk of recidivism.

    b) Criminogenic Needs Assessment: Use validated instruments to assess criminogenic needs.

c) Motivation: Determine participant level of motivation using either a validated approved instrument or motivational interviewing techniques.

2. Specialized Assessments: If program provides mental health or substance use disorder treatment, assessment tools are approved by appropriate state or local mental health or substance abuse governmental oversight agency.

3. Case Plan: Prior to developing a case plan, evaluate participant for risk, needs, and responsivity factors. Case plans address assessed criminogenic needs and responsivity factors and reflect a developmentally and culturally appropriate approach for each participant.

4. Measuring Change: Reassess behaviors targeted by the program by, conducting pre/post assessments to measure progress.

B. Intervention

1. Consider Risk:

a) Higher Risk Participants: Risk assessment scores are considered to ensure that at least 70%of the participants accepted into the program are assessed as moderate to high-risk of recidivism. Excludes program models that are focused solely on reducing incarceration.

b) Whenever possible, moderate to high-risk individuals are treated separately from low-risk participants.

i. Intervention Intensity: The intensity of the intervention is informed by risk and needs levels. Higher risk/needs individuals should receive more intensive services.

ii. Intervention Length: Length of program participation is of sufficient dosage/duration to affect behavior change.

iii. Intervention: Social learning and cognitive behavioral approaches are reflected in the applicable training curricula, group interventions, case management sessions, and in all interactions with participants. The majority of intervention components target criminogenic needs.

iv. Behavior Change: Program has a formal behavioral modification system to assist in the change of participant

behavior. The system includes a written policy that outlines the range of reinforcers, incentives, and sanctions available to staff and provides guidance regarding their use. Reinforcers and incentives are used more frequently than sanctions.

v. Participant Feedback: Participants are provided with regular feedback about their progress inthe program, including progress towards goals outlined in case plans and progress in meetingthe criteria for program completion.

vi. Program Discharge: Formal discharge plans are developed with and provided to the participant upon discharge from the program to summarize progress in meeting goals, identifyareas that need continued work, and provide referrals to community-based service providers,as applicable.

C. Group Interventions

1. Group Curricula: Curricula are implemented as intended by the training curricula developer.For example, the size of the group, length and frequency of sessions, mode of delivery (i.e., in person or virtual) and engagement techniques are as recommended by the applicable developer.

2. Gender specific: Programs serving males and females separately, when feasible.

APPENDIX: DCJS Approved Instruments for *Risk/Needs and Other Assessment Instruments*

Programs awarded funding under this RFP will be required to utilize risk and needs information to inform programming and must have a formal process to determine risk of recidivism and assess the needs of participants.

Risk assessment must be conducted using a New York State approved, validated assessment instrument. When describing their referral and intake process, applicants must detail the risk assessment instrument that will be utilized and advise whether the assessment will be performed by the program or received from the referral source.

Applicants must also have a process to obtain participant needs information that supports the delivery of appropriate services based on need. Programs must describe what needs assessment instruments they plan to use and detail how the information garnered from the needs assessment(s) will be utilized.

These instruments may also be administered as a reassessment during a participant's involvement in a program to determine whether the impact of key indicators linked to recidivism, like criminal thinking and substance abuse, have improved over time.

Information on the various DCJS approved risk and needs assessment instruments follows:

Correctional Offender Management Profiling for Alternative Sanctions (COMPAS Re-Entry) – A DCJS approved, broad-based, gender-neutral, risk/need assessment instrument which assists correctional facility staff assess and determine Supervision Levels for individuals based on their risk to recidivate. COMPAS Re-entry is useful to determine release options, appropriate conditions, program services, intervention measures, and supervision classification of adult justice-involved populations under custody in New York State.

Level of Service/Case Management Inventory (LS/CMI) – A DCJS approved risk/need assessment that measures the risk and need factors of late adolescent and adult justice-involved individuals that is designed to assist professionals in community supervision and treatment planning.

Level of Service Inventory-Revised (LSI-R) – A DCJS approved risk/need assessment of justice-involved individuals' attributes and situations relevant for making decisions about levels of community supervision and treatment.

New York Correctional Offender Management Profiling for Alternative Sanctions (NYCOMPAS) – A DCJS approved, broad-based, gender-neutral, risk/need assessment instrument which assists community corrections professionals in assessing and determining Supervision Levels for individuals based on their risk to recidivate. NYCOMPAS is useful to determine appropriate conditions, program services, intervention measures, and supervision classification of adult justice-involved populations in New York State.

Women's Risk/Need Assessment (WRNA) – DCJS approved women's risk/need assessment, developed by NIC and the University of Cincinnati Corrections Institute, the Women's Risk/Needs

Assessment is designed to assess both gender-neutral (e.g., criminal history) and gender-responsive (e.g. self-efficacy) factors in females who have committed crimes. The gender-responsive factors include relationship support and conflict, parental involvement and stress, self-efficacy, prior physical and sexual trauma, housing, safety, mental health and anger/hostility. The gender-neutral items include past and current substance abuse, criminal history, employment and financial stability, educational strengths and needs, and antisocial attitudes.

If you would like to propose the use of a risk/need assessment that is not listed above, please provide the name as well as all supporting documentation on this assessment in your application for DCJS review and approval.

Other Potentially Relevant Needs Assessments and Screening Instruments (non-exhaustive):

These instruments may also be administered as a reassessment during a participant's involvement in a program to determine whether the impact of key indicators linked to recidivism, like criminal thinking and substance abuse, have improved over time.

Career Assessment: Career assessments are used to help individuals learn more about their interests, work values, skills, and barriers. Programs may wish to administer a career assessment to identify appropriate employment choices and ensure a good job-to-interest match. Examples of career assessments include:

- O*Net Interest Profiler
- Interest and Skills Checklist
- Krumboltz Career Beliefs Inventory
- Harrington/O'Shea CDMS

Criminal Thinking Assessments:

- TCU Criminal Thinking Scales

Educational Assessment: An educational deficit can often be a significant barrier to obtaining employment. For program participants who do not have a high school diploma or GED, or in instances where there is evidence that a participant has challenges with literacy or math, an educational assessment can help identify areas of need for pre-employment remediation. Examples of educational assessments include:

- Test of Adult Basic Education (TABE)
- Wide Range Achievement Test (WRAT)

Mental Health Assessment: Co-occurring mental health disorders are common in justice-involved populations. A mental health screen such as the Correctional Mental Health Screen (CMHS) may be performed to identify participants who may benefit from a referral to specialized services.

Motivational Assessment: Motivational assessments are used to gauge motivation to change among treatment-seeking individuals. Programs are encouraged to assess participant motivation to determine appropriate levels of intervention responsivity and to enhance the development of individual participant case plans. Examples include:

- University of Rhode Island's Change Assessment (URICA)

Substance Abuse Assessment: Similar to mental health, substance abuse can be a common impediment among justice involved populations. A program may want to conduct a substance abuse assessment to identify participants that are drug users or who have an addiction problem. Some individuals may have a substance abuse situation that rises to the level where concurrent substance abuse treatment via referral may benefit the individual. Examples of substance abuse assessments include:

- Texas Christian University (TCU) Drug Screening II
- Substance Abuse Subtle Screening Inventory (SASSI)
- Simple Screening Instrument for Substance Abuse (SSI-SA)

Work Readiness Assessments: Work Readiness Assessments are typically a structured series of questions about a person's employment history; educational accomplishments; and attitude/motivation toward work. A work readiness assessment can help a program determine what type of services a participant needs prior to being ready to be placed in to job. Examples of work readiness assessments include:

- National Institute of Corrections' (NIC) Identifying and Managing Barriers Checklist

Note:**If you would like to propose the use of a potentially relevant need assessment to help bolster the overall operation of your program that is not listed here, please provide the name as well as supporting documentation on the assessment in your application for DCJS review and approval.**

APPENDIX: DCJS *Pre-Approved Cognitive Behavioral and Employment Readiness Curricula*

Information on pre-approved CBI and Employment Readiness curricula follows. Applicants may propose to use another appropriate CBI or Employment Readiness curriculum of their choosing however, any non-pre-approved curriculum must be explained in detail and requires DCJS written approval.

Pre-Approved Cognitive Behavioral Curricula:

1) Thinking for a Change

Thinking for a Change (T4C) is a cognitive–behavioral curriculum developed by the National Instituteof Corrections that concentrates on changing the criminogenic thinking of justice-involved individuals. T4C includes cognitive restructuring, social skills development, and the development of problem-solving skills. Active role play is encouraged and participant's complete homework exercises to reinforce content learned. T4C includes three components:

- **Cognitive self-change:** Teaches participants a concrete process for self-reflection aimedat uncovering antisocial thoughts, feelings, attitudes, and beliefs.
- **Social skills**: Prepares participants to engage in pro-social interactions based on self- understanding and consideration of the impact of their actions on others.
- **Problem solving skills:** Integrates the two previous interventions to provide participants with an explicit step-by-step process for addressing challenging and stressful real-life situations.

Curriculum Overview – 25 sessions, approximately 1.5 - 2 hours each in duration

- Lesson 1 provides an overview and introduction.
- Lessons 2-5 and 11-15 teach social skills.
- Lessons 6-10 teach the cognitive self-change process.
- Lessons 16-24 teach problem solving skills.
- Lesson 25 provides a wrap up of the program.

Lesson Format

- A facilitator and a co-facilitator are recommended and considered "best practice" for eachlesson.
- Each lesson has trainer scripts and exercises.
- Lessons begins with a summary and rationale section in which the scope, breadth, andreason for teaching the lesson is provided.

- This is followed by concepts and definitions, which outline the key points of the lesson andany definitions necessary for the trainer to facilitate the lesson.

Group Size/Frequency

- 8-12 individuals
- Recommended: 2 sessions per week

Training - DCJS supports T4C by training and certifying facilitators to deliver the curriculum.Approximately 40 hours depending on training model.

Website: http://nicic.gov/t4c

2) Thinking for a Change Booster

Thinking for a Change (T4C) Booster is a condensed version of the original 25-session T4C curriculum designed to support successful re-entry into the community. The Booster offers participants who previously completed the full T4C course while incarcerated in state prison, an opportunity to re-visit previously learned skills, and apply those skills to real life situations.

T4C Booster includes three components

- A Social Skills Review (Lesson 1 and 2)
- Cognitive Self-Change Review (Lesson 3 and 4)
- Problem Solving Review (Lesson 5 and 6)

Curriculum Overview

- Lesson 1: Introduction and Modeling of Social Skills
- Lesson 2: Social Skill Aftercare
- Lesson 3: Thinking Controls Our Behavior
- Lesson 4: Cognitive Self Change Aftercare
- Lesson 5: Introduction to Problem Solving
- Lesson 6: Problem Solving Practice

Lesson Format

- A facilitator and a co-facilitator are recommended and “best practice” for each lesson
- Lessons include content overview, skill modeling, reflective activities, and skill practice (i.e.role playing)
- Homework assignment and review play an integral part in skill assimilation and are amandatory requirement to course completion

Group Size/Session Length/Frequency

- 5-7 individuals
- 2-hour sessions
- Recommended schedule: two sessions per week, for three weeks

Training – T4C Booster facilitators must be trained by the New York State Division of Criminal Justice Services or a DCJS authorized trainer. To be eligible to be trained in the T4C Booster curriculum, an individual must be certified to facilitate the full T4C Curriculum.

3) *Moral Reconation Therapy (MRT)*

Moral Reconation Therapy (MRT) is a systematic treatment strategy that seeks to decrease recidivism by increasing moral reasoning. This cognitive-behavioral approach combines elements from a variety of psychological traditions to progressively address ego, social, moral, and positive behavioral growth. MRT utilizes group and individual counseling, structured group exercises and prescribed homework assignments. The MRT workbook is structured around 16 defined steps (units)focusing on seven basic treatment issues. Specialized workbooks based on the fundamental MRT concepts also exist including workbooks addressing criminal thinking and job readiness.

Seven basic treatment issues:

- Confrontation of beliefs, attitudes, and behaviors
- Assessment of current relationships
- Reinforcement of positive behavior and habits
- Positive identity formation
- Enhancement of self-concept
- Decrease in hedonism and development of frustration tolerance
- Development of higher stages of moral reasoning

Dosage and Frequency

- 12-16 steps/units (13-16 are maintenance steps)
- 1.5 hour sessions
- Groups meet once or twice weekly
- Participant can generally complete all steps of the MRT program in 3 to 6 months between 16to 36 sessions.

Group Size – 6-15 individuals

Training – Training in Moral Reconation Therapy (MRT) is provided by Correctional Counseling, Inc. (CCI) andconsists of 32 hours of training over 5-days. While CCI provides training at their

headquarters in Tennessee, there may also be opportunities to bring this training to NYS. There are fees associatedwith the training and the instructor workbook. Please note prior written approval by DCJS is requiredbefore obligating or expending grant funds for out-of-state travel.

Website: www.ccimrt.com, http://www.moral-reconation-therapy.com

4) *Interactive Journaling*

Interactive Journaling – The Courage to Change curriculum, offered by The Change Companies, isan evidence-based cognitive behavioral intervention program designed to promote lasting behavioral change in the Criminal Justice population. The design of this program provides structure to the service delivery process, while building and enhancing participant-provider rapport. *Interactive Journaling*® emphasizes real-life application, encouraging participants to ask, "What does this mean to me?" With a strong evidence base to help individuals achieve their change goals, Interactive Journals are accessible and engaging for a wide variety of users.

There are 10 journals in The Courage to Change series. The journals are as follows:

- Getting Started
- Responsible Thinking
- Family Ties
- Social Values
- Self-Control
- Peer Relationships
- Substance Abuse
- Education/Vocational
- Financial
- Recreation and Leisure

Interactive Journaling can be facilitated by a certified instructor to individual participants or in a groupsetting. The Change Companies offer a useful guide to delivering this curriculum titled Resource Support for Evidence Based Sentencing and Navigating the Risk and Needs Principles.

Training – Training in *Interactive Journaling*® is provided by The Change Companies and consists of a two-dayFacilitator Training. This training includes an introduction to The Courage to Change model, the research that supports the efficacy of the program, along with opportunities to practice the facilitationand delivery of the curriculum.

DCJS supports training in *Interactive Journaling*® and certifying facilitators to deliver the curriculum.

Website: https://www.changecompanies.net/interactivejournaling/

5) Cognitive Based Intervention for Offenders Seeking Employment

Cognitive Behavioral Interventions for Offenders Seeking Employment (CBI-EMP) is designed for justice-involved individuals who are moderate to high need in the area of employment. The curriculum integrates cognitive-behavioral interventions with more traditional employment approaches. The program teaches individuals how to identify and manage high risk situations related to obtaining and maintaining employment. Heavy emphasis is placed on skill building activities to assist with cognitive, social, emotional, and coping skill development for the work environment.

The curriculum is designed to allow for flexibility across various service settings and intervention lengths.

Components of the 31-session curriculum include the following:

- Module 1: Motivational Enhancement – *Getting Them Ready for Work*
- Module 2: Cognitive Restructuring – *Thinking Right about Work*
- Module 3: Social Skills/Emotional Regulation Skills – *Skills for Work*
- Module 4: Problem Solving – *Working through Challenges at Work*
- Module 5: Success Planning – *Being Successful at Work*

The curriculum is free to use; however, training is required.

For more information about CBI-EMP, please contact UCCI Program Manager Jennifer Scott at Jennifer.Scott@uc.edu or (513) 556-7765.

Pre-Approved Employment Readiness Curriculum:

1) Ready, Set, Work! (RSW!)

Ready Set, Work! is a 20-hour skill-based employment readiness curriculum designed to equip justice-involved individuals with the necessary skills and tools to obtain and retain quality employment. Emphasis is also placedon career planning and advancement, to encourage longevity in legitimate employment. ***RSW!*** can only be facilitated/administered by a certified Workforce Development Specialists (WDS)however community-based organizations, businesses and volunteers are often used to present selected segments of ***RSW!*** program. The ***RSW!*** Curriculum includes the following modules:

- Module 1: **Career Assessments**
- Module 2: **Legal Issues and Financial Incentives**

- Module 3: **Job Applications**
- Module 4: **Job Interviews**
- Module 5: **Budget and Spending Plan**
- Module 6: **Employer Expectations**
- Module 7: **Barriers and Resources**
- Module 8: **Job Retention**
- Module 9: **Job Search**
- Module 10: **Using the Local One Stop/Career Center**

Dosage and Frequency

- 20 hours total
- 2-hour sessions
- Two sessions per week
- Dosage based on risk and employment need of the individual should be considered when enrolling and scheduling participants in the ***Ready, Set, Work!*** curriculum.

Flexibility in delivery can be provided for ***Ready, Set, Work!*** facilitation as follows:

- For a 10-week curriculum, one 2-hour session per week
- For a 3-week curriculum, three 2-hour sessions per week
- For a 2-week curriculum, five 2-hour sessions per week

Group Size – 8-10 individuals per group facilitator; for more than 10 participants, there should be at least two facilitators.

Training – DCJS facilitates the delivery of the 180-hour WDS training.

APPENDIX: *Required Services Chart by Program Model*

Required Services by Program Model	Pretrial	DBA	TASC	Specialized ATI (PVRC included)	Jail Based CBI	Employment Focused Services
Program Intake	X	X	X	X	X	X
Monitor/Supervise	X					
Case Management			X	X		
Client Specific Planning		X				
Program Completion			X	X	X	
CBI and Employment Readiness Enrollment and Completion						X
Hard Skills Training or Educational Services, OR Subsidized/Transitional Employment Enrollment and Completion						X
Job Placement						X
90 Day Job Retention						X

APPENDIX: *Sample Logic Model*

Sample Logic Model for Programs

***Note**: These are examples only, and are not meant to be an exhaustive or inclusive list for your program.*

Please consult the required and optional services allowable for the program model under which you are applying when documenting your proposed goals, assumptions, inputs, activities, outputs, and outcomes for inclusion in the Logic Model you develop and sumbit as part of your respose to this solicitation.

Goals

To reduce recidivism by delivering evidence-based programming to individuals at a moderate/high risk of recidivism, which may include cognitive behavioral intervention (CBI), employment readiness (ER), and behavioral health interventions.

Assumptions

- Strong partnership between Organization/NFP and referral sources;
- Eligibility criteria met - recidivism risk and sufficient time in program; higher risk prioritized for service;
- Staff trained and proficient in facilitating selected CBI, ER, SA, and/or MH interventions;
- Access to on-site meeting space for program staff and participants
- Relationships exist with established partners

Inputs	Activities	Outputs	Outcomes	
		Describe metrics	Shorter Term	Longer Term
Organization/NFP & staff Referral source; sufficient eligible participants Dedicated, private meeting space Materials to facilitate sessions Data collection mechanism for required reporting Funding from DCJS	Conduct program intake (interview, assess, and screen)	Number of interviews, assessments or screenings	Changed thinking or behavior *(measured how?)*	Reduced recidivism *(measured how?)*
	Facilitate regular Cognitive Behavioral Interventions	Schedule of planned CBI sessions Number of participants enrolled/completing CBI	Increase connection to community providers/services *(measured how?)*	Employment retention *(how measured?)*
	Facilitate regular employment readiness interventions	Schedule of planned ER sessions Number of participants enrolled/completing ER	Increase in soft and hard skills development *(measured how?)*	Continuous mental health care (measured how?)
	Provide case management or service coordination	Number of referrals to outside providers Number of collaborative participant case plans initiated/completed	Increased Job Placement/Retention *(measured how?)*	Reduced substance use/abuse or abstinence *(measured how?)*
	Facilitate regular behavioral health interventions	Schedule of sessions Number of participants enrolled/completing	Increased connection to behavioral health treatment *(measured how?)*	*Other long-term outcomes of any other proposed program services* (measured how?)
	Provide other program activities or optional services (e.g., transitional planning, educational services)	Describe metrics to reflect these activities and services	*Short-term outcomes of any other proposed program services* (measured how?)	
Potential Barriers				
Insufficient # of eligible participants; participants discharged prior to completion; missed sessions; access to participants due to building closures; no program mandate				

APPENDIX: *Lower Court Arraignments for Adults (18+) by County and Charge Class, 2021*

2021 Lower Court Arraignments for Adults (18+) in New York State by County and Top Charge Class

County	Lower Court Arraignment Top Charge Class		
	Felony	Misdemeanor	Total
Albany	1,802	2,280	4,082
Allegany	120	255	375
Bronx	4,811	13,900	18,711
Broome	1,345	2,439	3,784
Cattaraugus	390	866	1,256
Cayuga	352	666	1,018
Chautauqua	1,038	2,274	3,312
Chemung	452	1,229	1,681
Chenango	158	420	578
Clinton	298	652	950
Columbia	201	372	573
Cortland	206	546	752
Delaware	146	321	467
Dutchess	802	1,862	2,664
Erie	4,351	6,958	11,309
Essex	89	207	296
Franklin	155	349	504
Fulton	239	474	713
Genesee	307	539	846
Greene	278	648	926
Hamilton	8	24	32
Herkimer	165	364	529
Jefferson	499	1,114	1,613
Kings	8,528	21,514	30,042
Lewis	69	98	167
Livingston	284	522	806
Madison	276	652	928
Monroe	2,693	5,045	7,738
Montgomery	301	596	897
Nassau	4,871	6,694	11,565
New York	7,203	22,515	29,718
Niagara	1,165	2,463	3,628
Oneida	914	2,803	3,717
Onondaga	2,850	4,573	7,423
Ontario	420	785	1,205
Orange	1,356	3,840	5,196
Orleans	124	279	403
Oswego	621	1,477	2,098
Otsego	140	390	530
Putnam	190	594	784
Queens	5,936	19,536	25,472
Rensselaer	722	1,154	1,876
Richmond	1,631	3,754	5,385
Rockland	705	1,307	2,012
St. Lawrence	439	887	1,326
Saratoga	823	1,871	2,694
Schenectady	877	1,669	2,546
Schoharie	64	166	230
Schuyler	42	62	104
Seneca	158	301	459
Steuben	545	1,016	1,561
Suffolk	3,368	8,301	11,669
Sullivan	299	658	957
Tioga	135	232	367
Tompkins	201	585	786
Ulster	766	1,630	2,396
Warren	321	757	1,078
Washington	165	434	599
Wayne	329	672	1,001
Westchester	2,614	5,883	8,497
Wyoming	153	325	478
Yates	58	127	185
Total	**70,568**	**164,926**	**235,494**

Source: DCJS, Computerized Criminal History File (as of 3/18/2022).

APPENDIX: *DOCCS Releases to County by Supervision Level, 2021*

2021 Releases to Community Supervision in New York State*
First Known County of Residence by COMPAS Supervision Level

First Known County	COMPAS Supervision Level										TOTAL
	Level 1		Level 2		Level 3		Level 4		Pending		
	Number	Row %	Number	Row %	Number	Row %	Number	Row %	Number	Row %	
Non-NYC											
Albany	118	33.4%	49	13.9%	95	26.9%	84	23.8%	7	2.0%	**353**
Allegany	10	38.5%	4	15.4%	7	26.9%	5	19.2%	0	0.0%	**26**
Broome	78	32.2%	41	16.9%	67	27.7%	49	20.2%	7	2.9%	**242**
Cattaraugus	21	45.7%	4	8.7%	11	23.9%	8	17.4%	2	4.3%	**46**
Cayuga	29	32.2%	21	23.3%	18	20.0%	22	24.4%	0	0.0%	**90**
Chautauqua	43	47.3%	11	12.1%	19	20.9%	12	13.2%	6	6.6%	**91**
Chemung	36	43.4%	14	16.9%	20	24.1%	12	14.5%	1	1.2%	**83**
Chenango	10	23.8%	6	14.3%	11	26.2%	15	35.7%	0	0.0%	**42**
Clinton	40	37.4%	9	8.4%	27	25.2%	30	28.0%	1	0.9%	**107**
Columbia	25	50.0%	3	6.0%	11	22.0%	10	20.0%	1	2.0%	**50**
Cortland	8	28.6%	9	32.1%	6	21.4%	5	17.9%	0	0.0%	**28**
Delaware	8	27.6%	5	17.2%	9	31.0%	7	24.1%	0	0.0%	**29**
Dutchess	36	21.8%	40	24.2%	43	26.1%	44	26.7%	2	1.2%	**165**
Erie	211	37.1%	54	9.5%	145	25.5%	145	25.5%	14	2.5%	**569**
Essex	2	9.5%	2	9.5%	9	42.9%	7	33.3%	1	4.8%	**21**
Franklin	10	22.2%	3	6.7%	13	28.9%	19	42.2%	0	0.0%	**45**
Fulton	25	41.7%	8	13.3%	11	18.3%	14	23.3%	2	3.3%	**60**
Genesee	15	37.5%	6	15.0%	10	25.0%	8	20.0%	1	2.5%	**40**
Greene	9	20.9%	8	18.6%	11	25.6%	15	34.9%	0	0.0%	**43**
Hamilton	1	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	**1**
Herkimer	14	42.4%	1	3.0%	6	18.2%	12	36.4%	0	0.0%	**33**
Jefferson	43	51.8%	19	22.9%	11	13.3%	10	12.0%	0	0.0%	**83**
Lewis	6	42.9%	0	0.0%	5	35.7%	2	14.3%	1	7.1%	**14**
Livingston	14	43.8%	7	21.9%	3	9.4%	7	21.9%	1	3.1%	**32**
Madison	8	25.8%	4	12.9%	14	45.2%	5	16.1%	0	0.0%	**31**
Monroe	346	45.9%	86	11.4%	147	19.5%	165	21.9%	9	1.2%	**753**
Montgomery	28	45.9%	10	16.4%	8	13.1%	14	23.0%	1	1.6%	**61**
Nassau	87	29.4%	28	9.5%	73	24.7%	101	34.1%	7	2.4%	**296**
Niagara	66	39.5%	24	14.4%	42	25.1%	33	19.8%	2	1.2%	**167**
Oneida	101	39.8%	30	11.8%	66	26.0%	52	20.5%	5	2.0%	**254**
Onondaga	149	34.9%	72	16.9%	104	24.4%	93	21.8%	9	2.1%	**427**
Ontario	33	38.8%	17	20.0%	17	20.0%	17	20.0%	1	1.2%	**85**
Orange	76	32.1%	35	14.8%	61	25.7%	59	24.9%	6	2.5%	**237**
Orleans	19	51.4%	1	2.7%	7	18.9%	9	24.3%	1	2.7%	**37**
Oswego	53	43.8%	16	13.2%	24	19.8%	25	20.7%	3	2.5%	**121**
Otsego	9	25.0%	4	11.1%	11	30.6%	11	30.6%	1	2.8%	**36**
Putnam	3	21.4%	0	0.0%	4	28.6%	7	50.0%	0	0.0%	**14**
Rensselaer	59	42.4%	21	15.1%	30	21.6%	26	18.7%	3	2.2%	**139**
Rockland	47	49.5%	4	4.2%	19	20.0%	24	25.3%	1	1.1%	**95**
St. Lawrence	35	44.9%	13	16.7%	16	20.5%	12	15.4%	2	2.6%	**78**
Saratoga	48	41.4%	42	36.2%	13	11.2%	12	10.3%	1	0.9%	**116**
Schenectady	102	45.5%	54	24.1%	29	12.9%	38	17.0%	1	0.4%	**224**
Schoharie	2	16.7%	2	16.7%	4	33.3%	4	33.3%	0	0.0%	**12**
Schuyler	3	20.0%	4	26.7%	4	26.7%	4	26.7%	0	0.0%	**15**
Seneca	11	52.4%	2	9.5%	3	14.3%	4	19.0%	1	4.8%	**21**
Steuben	38	31.7%	27	22.5%	21	17.5%	34	28.3%	0	0.0%	**120**
Suffolk	138	28.8%	60	12.5%	119	24.8%	147	30.6%	16	3.3%	**480**
Sullivan	35	36.8%	22	23.2%	20	21.1%	18	18.9%	0	0.0%	**95**
Tioga	7	25.9%	2	7.4%	8	29.6%	7	25.9%	3	11.1%	**27**
Tompkins	9	22.5%	4	10.0%	12	30.0%	14	35.0%	1	2.5%	**40**
Ulster	38	33.0%	33	28.7%	20	17.4%	24	20.9%	0	0.0%	**115**
Warren	26	48.1%	9	16.7%	6	11.1%	13	24.1%	0	0.0%	**54**
Washington	39	50.0%	5	6.4%	13	16.7%	19	24.4%	2	2.6%	**78**
Wayne	23	44.2%	5	9.6%	9	17.3%	14	26.9%	1	1.9%	**52**
Westchester	82	29.3%	20	7.1%	70	25.0%	98	35.0%	10	3.6%	**280**
Wyoming	10	43.5%	4	17.4%	3	13.0%	6	26.1%	0	0.0%	**23**
Yates	8	32.0%	0	0.0%	9	36.0%	8	32.0%	0	0.0%	**25**
Non-NYC Subtotal	*2,550*	*37.0%*	*984*	*14.3%*	*1,574*	*22.8%*	*1,659*	*24.0%*	*134*	*1.9%*	***6,901***
New York City											
Bronx	225	32.7%	37	5.4%	139	20.2%	245	35.6%	42	6.1%	**688**
Kings	180	26.9%	23	3.4%	185	27.6%	259	38.7%	23	3.4%	**670**
New York	618	30.3%	163	8.0%	586	28.8%	624	30.6%	46	2.3%	**2,037**
Queens	128	24.6%	11	2.1%	147	28.3%	208	40.0%	26	5.0%	**520**
Richmond	31	30.7%	3	3.0%	23	22.8%	41	40.6%	3	3.0%	**101**
NYC Subtotal	*1,182*	*29.4%*	*237*	*5.9%*	*1,080*	*26.9%*	*1,377*	*34.3%*	*140*	*3.5%*	***4,016***
TOTAL RELEASES	**3,732**	**34.2%**	**1,221**	**11.2%**	**2,654**	**24.3%**	**3,036**	**27.8%**	**274**	**2.5%**	**10,917**

* Note: These figures exclude releases to Community Supervision who are initially assigned to the Interstate or Deportation area offices, cases Judicially Sanctioned to Willard, and cases released to correctional facilities.

APPENDIX: *Budget Detail Worksheet and Narrative Guide*

PERSONAL SERVICES – List positions by title. For each position title, show the annual rate of pay, the percentage of time to be devoted to the project (percent of FTE) and the cost to grant funding.

Position	Salary	Computation (Annual Salary, % of FTE Time)	Cost

Personal Justification: *Describe the responsibilities and duties of each position in implementing and operating the grant program.*

FRINGE BENEFITS- Fringe benefits to be aggregated for the personnel listed above, and only for the percentage of time (%FTE) of each position charged to the project. Fringe should be based on actual known costs or approved negotiated rate of the agency.

Approved Fringe Rate	Computation (Aggregate Grant Salaries x Rate)	Cost

Fringe Benefits Justification: *Use approved fringe rate for grant related salaries above. Need not break out dollar value of each benefit.*

CONSULTANT SERVICES – For consultant name, service to be provided, hourly or daily fee, and estimated time on the project. Upload the signed consultant agreement as an Attachment in GMS.

Name of Consultant	Service Provided	Computation	Cost

Consultant Services Justification: *Explain how the consultant(s) is necessary to the success of the project and discuss the procurement method to be used. Provide explanation of cost to be paid from the grant to the consultant, i.e., fees (limited to $650 per 8-hour day unless justification is provided and approved by DCJS), travel, meals, and lodging per OSC guidelines unless otherwise approved by DCJS. Any consultant anticipated out-of-state travel must be pre-requested and approved in writing by DCJS.*

EQUIPMENT – List aggregate cost of non-expendable program equipment to be purchased and aggregate cost of office equipment to support the grant. (List expendable equipment under the "Supplies" category.) Rented or leased equipment should be included in this category.

Item	Approx. Quantity	Approx. Cost per Item	Total Cost

Equipment Justification: *List included equipment and explain how the equipment is necessary for the success of the project. Describe the procurement method to be used.*

SUPPLIES – List aggregate cost of program supplies and aggregate cost of office supplies. (Do not break out costs of individual office or program supplies, i.e., postage, training materials, copying paper, and expendable equipment, such as books or hand-held tape recorders.)

Supplies	N/A	N/A	Total Cost

Supplies Justification: *Identify supplies and discuss why the supplies are needed for the success of the project and indicate who will be using expendable materials.*

TRAVEL AND SUSTENANCE – Indicate aggregate project related expenses required of staff (for example, for training, field work, meetings). Prior to any out-of-state travel, a written request for approval to use grant funds must be submitted to DCJS for written approval. Also indicate aggregate cost of participant travel if reimbursed, for example, metro cards.

Travel	N/A	Total Cost

Travel and Sustenance Justification: *Describe location and purpose of travel, mode of transportation and cost. Also indicate who is traveling and how this travel is necessary for the success of the project. Meals and lodging must not exceed published state per diem rates. Participant cost must be specified, e.g., metro cards.*

RENTAL OF FACILITIES – Not-for-Profit applicants: Provide cost of rent specifically for the project. Property taxes are **not** an allowable separate line item expense. Units of local government may **not** charge rent to the grant for agency office space.		
Total Rent for budget period	N/A	Cost
***Rent Justification*:** *Provide total rent cost for budget period, and describe the cost allocation method for determining how much rent is being charged to the grant.*		
ALL OTHER COSTS –List indirect cost rate capped at 15% under the RFP, and is not an allowable expense for governmental agencies. List aggregate cost of miscellaneous other costs.		
Description		Cost
Justification: *Indicate indirect cost rate and amount. Indirect costs may be limited by the RFA or RFP and are not allowed for units of local government. Additionally, list items included, but not limited to, in the aggregate cost of other miscellaneous expenses, approximate costs, and how these items are necessary for the success of the project.*		

BUDGET CATEGORY	**AMOUNT**
Personal Services	$
Fringe Benefit	$
Consultant Services	$
Equipment	$
Supplies	$
Travel and Sustenance	$
Rental of Facilities	$
All Other Expenses	$
Indirect Cost	
TOTAL OPERATING BUDGET	$

Grant Amount Requested:	**Match Amount (if applicable):**	**Total Project Amount:**
$	*$*	*$*

APPENDIX: *Sample Work Plan Format*

Required Service #1:*Based on Required Services Chart*
For Example: Intake

Tasks Associated:
Numerically order tasks for this required service.
List case file documentation that supports each task.

Performance measure #1:
Number of intakes completed. (Include the proposed target number)

Required Service #2: *Based on Required Services Chart*
For Example: Case Management

Tasks Associated:
Numerically order tasks for this required service.
List case file documentation that supports each task.

Performance measure #2:
Number of *Required Service #2. (Include the proposed target number)

Required Service #3:*Based on Required Services Chart*
For Example: Program Completion

Tasks Associated:
Numerically order tasks for this required service.
List case file documentation that supports each task.

Performance measure #3:
Number of *Required Service #3. (Include the proposed target number)

Optional Service (if applicable) #4:
For Example: CBI Completions

Tasks Associated:
Numerically order tasks for this optional service.
List case file documentation that supports each task.

Performance measure #4:
Number of CBI completions. (Include the proposed target number)