



**NEW YORK CITY  
DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT**

*SERVING NEW YORK CITY YOUTH, FAMILIES, AND COMMUNITIES*

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**JEANNE B. MULLGRAV**  
Commissioner

March 26, 2004

Dear Community Members:

In October 2003, Mayor Michael R. Bloomberg convened government officials, providers, and funders of youth services, and charged them with designing a more coordinated, creative, and cost-effective system of services for New York City's youth when they are not in school. Subsequently, Leadership Teams and Working Committees were formed and have met continuously, with the goal of designing a more coordinated system of Out-of-School Time (OST) services that responds to the diverse needs of local communities. The planning process will culminate in a solicitation for OST services in May 2004.

In advance of the release of a Request for Proposals (RFP), the Department of Youth and Community Development (DYCD) has developed a concept paper (a copy of which is enclosed) that presents ideas for the RFP. We invite your review and comment.

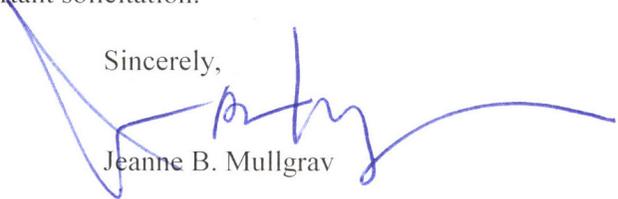
Constructive feedback has been an essential feature of the OST planning process. DYCD has attempted to capture much of that feedback in the OST Concept Paper. I thank you for your careful consideration of the Concept Paper, and look forward to your reactions. If you have comments, please send them, in writing, to the attention of:

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Please note that we are only able to consider written comments received no later than Friday, April 16, 2004, by 5:00 p.m.

The OST Concept Paper will be posted on our website, [www.nyc.gov/dycd](http://www.nyc.gov/dycd). I urge you to distribute this Concept Paper to all who are interested in OST services, and to share with us your best thoughts regarding this critically important solicitation.

Sincerely,

  
Jeanne B. Mullgrav

Enclosure





## OUT-OF-SCHOOL TIME INITIATIVE REQUEST-FOR-PROPOSALS CONCEPT PAPER

Pursuant to the Mayoral initiative and planning process introduced in October 2003, the Department of Youth and Community Development (DYCD) will issue a Request for Proposals (RFP) for New York City's Out-of-School Time (OST) programs. Youth development—for young people of all socio-economic backgrounds—has been and remains a critical aspect of DYCD's overall mission. A growing body of research confirms that, when appropriately sustained, this approach to youth programming supports positive youth outcomes.<sup>1</sup>

Through the OST RFP, DYCD will seek proposals from appropriately qualified organizations to provide comprehensive youth development programs in each of the ten New York City Department of Education (DOE) Regions, as well as proposals for an array of programs supported by a public/private match. Technical assistance support services for OST contract organizations and evaluation support services for DYCD will also be sought through this RFP.

### Vision Statement

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

### Program Goals

- The goals of the programs within the OST system are the following:

**Goal 1:** Provide a safe environment

**Goal 2:** Foster the development of positive and caring relationships with adults and peers

**Goal 3:** Support the needs of working families

**Goal 4:** Support healthy behavior and physical well-being

**Goal 5:** Strengthen young people's academic skills

**Goal 6:** Support the exploration of interests and the development of skills and creativity

**Goal 7:** Support youth leadership development

**Goal 8:** Foster a sense of community and respect for diversity

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<sup>1</sup> See, e.g., *Community Programs to Promote Youth Development*. National Research Council and Institute of Medicine; National Academy Press, Washington, D.C., 2002.

## **Anticipated Proposers**

- The RFP envisions transition of youth who have been served by programs administered by the Administration for Children's Services (ACS) to the DYCD OST programs. Therefore, as of January 1, 2005, ACS day care centers will no longer support out-of-school time programs for children 6 years of age and older.<sup>2</sup> Organizations seeking funding for such programs are encouraged to propose under the OST RFP. Availability of funding for OST programs will be phased-in in conjunction with the ability of OST proposers to transition the needs of school-age children and parents formerly served by ACS.
- In addition, as of January 1, 2005, funding currently designated for DYCD Youth Development and Delinquency Prevention Programs and for out-of-school time programs administered by The After School Corporation will be part of the OST initiative. Organizations seeking funding for such programs are also encouraged to propose under the OST RFP.

## **Service Options and Funding Allocation Formulas**

- The OST RFP will include four service options: (1) Service Option I - OST Regional Programs; (2) Service Option II - OST Public/Private Match Programs; (3) Service Option III - Technical Assistance Support Services; and (4) Service Option IV - Evaluation Services. Proposers may submit one or more proposals for Service Options I, II, III and/or IV. However:
  - No proposer will be awarded a contract under Service Option III and Service Option I and/or II within the same DOE Region.
  - The proposer awarded the contract for Service Option IV will not be awarded a contract under any other Service Option.
  - In the case that a proposer is eligible for more than one contract award under more than one Service Option, DYCD reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, how many and for which Service Option(s) and, if applicable, for which DOE Region(s), the proposer will be awarded a contract. The details regarding this determination will be set forth in the RFP.
- It is anticipated that OST Regional Programs (Service Option I) will be funded in the amount of approximately \$62 million, which will be allocated among the ten DOE Regions as follows:
  - Seventy (70) percent of the funding will be allocated based on each Region's respective share of the City's general youth population age 6–21.

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<sup>2</sup> An OST provider may provide services to children 5 and 6 years of age provided they comply with all relevant laws, regulations and rules.

- Fifteen (15) percent of the funding will be allocated based on each Region's respective share of the general youth population age 6-21 living at or below 200% of the federal poverty level.
  - Fifteen (15) percent of the funding will be allocated based on each Region's respective percentage of low performing public schools.
- In addition, for OST Regional Programs (Service Option I), the allocation of funding to distinct competition pools within each of the ten DOE Regions will be set forth in the RFP. DYCD anticipates that approximately 70 percent of available funding will be allocated to elementary school OST programs, 15 percent to middle school OST programs and 15 percent to high school OST programs.

### **Contract Term**

- It is anticipated that the term of the contracts awarded from the OST RFP will be for an initial period of three-and-a half-years from January 1, 2005, through June 30, 2008. The contracts will also include an option to renew for up to two-and-a-half additional years.

### **Service Option I: OST Regional Programs**

- Minimum Qualification Requirements: All proposers for Service Option I must be non-profit organizations and must propose to provide programs that comply with the applicable requirements set forth below regarding the hours and days that programs must be available to participants in each grade level. (See "Program Approach," Elementary School Programs, Middle School Programs, and High School Programs, below, for details.)
- Targeted Service Areas and Populations: Pursuant to the OST RFP, greater consideration will be given to proposers for Service Option I that target designated service areas and/or populations within the ten DOE Regions. These areas and populations are being identified through a needs analysis now underway, the results of which will be set forth in the OST RFP.
- Program Goals: All Service Option I programs must, at a minimum, address the OST Goals #1 through #4 above. Service Option I programs for elementary school students must also address Goal #5. The OST RFP will include examples of activities for each of the OST program Goals #1 through #8 that are associated with the achievement of outcomes aligned with each goal.<sup>3</sup>
- Programs Serving Youth Age 12 and Under: Under Service Option I, elementary and middle school programs serving more than seven (7) youth under 13 years of age will be required to comply with New York State School Age Child Care (SACC) regulations, including staff

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<sup>3</sup> With regard to Goal #5 ("strengthen young people's academic skills"), DYCD anticipates that proposers will propose programs that are not solely curriculum-based but which incorporate appropriate learning concepts through varied activities (e.g., homework help, story telling, recreational reading, diaries, use of math in the creative arts or cooking) and/or a project-based learning approach.

qualifications and staff-to-participant ratios of 1:10 for youth under age 9 and 1:15 for youth ages 10—12.

- Program Approach: Whether center- or school-based, Service Option I programs will be age-appropriate and will address the developmental needs of youth at the elementary, middle, and high school levels during out-of-school hours. Project-based learning represents a programmatic approach that will be encouraged for youth of all ages. Resources and tools to permit OST staff to incorporate DOE curricula and learning concepts into varied OST activities will be made available. Specific program requirements for each grade level are as follows:
  - Elementary School Programs: Between September and June, academic-year and year-round OST Service Option I programs for elementary school participants will be required to offer programming from 3 p.m. to 6 p.m., Monday through Friday, as well as from 8 a.m. to 6 p.m. on public school holidays and vacations. During July and August, year-round and summer-only programs will also be required to provide services for at least 10 hours daily, Monday through Friday, of which at least 6 hours daily must provide programmed activities. In keeping with age-appropriate parameters, OST elementary school programs must offer participants a balanced mix of activities. As stated above, OST Service Option I programs for elementary school participants must, at a minimum, address Goal #s 1 through 5.
  - Middle School Programs: Between September and June, academic-year and year-round Service Option I programs for middle-school participants will be required to offer a total minimum of 8 hours of programming per week (Monday through Friday), as well as from 8 a.m. to 6 p.m. on public school holidays and vacations. During July and August, year-round and summer-only programs will also be required to provide programming for a minimum of 6 hours daily, Monday through Friday. In keeping with age-appropriate parameters, OST middle school programs must offer participants a range of activity options from which to choose. As stated above, OST Service Option I programs for middle school participants must at a minimum address Goal #s 1 through 4.
  - High School Programs: Between September and June, Service Option I programs for high school participants will be required to offer a minimum of 3 hours of programming per week. In keeping with age-appropriate parameters, OST high school programs may be structured as clubs, workshops, and/or activity modules of varying time periods. Participant input in program activities and design will be encouraged. As stated above, OST Service Option I programs for high school participants must, at a minimum, address Goal #s 1 through 4.
- Competition Pools for Service I Option Proposals: DYCD will establish a separate competition pool for each DOE Region. DYCD will further establish two distinct competition pools based on proposed program duration: Competition IA for programs that will be offered during the academic-year or summer-only; and Competition IB for programs that will be offered year-round.
  - Proposers may propose to serve more than one DOE Region. Likewise, proposers may propose to provide programs pursuant to Competition IA and/or IB within a

particular DOE Region. However, for each DOE Region proposed, a complete and separate proposal must be submitted for programs proposed pursuant to Competition IA and programs proposed pursuant to Competition IB.

- Proposers may also propose separate programs that will serve different school levels. In this case, the OST proposal submitted pursuant to Competition IA and/or Competition IB may include but will separately describe the program approach and budget for each school level proposed.
- Service Option I Proposals to Serve More Than One School Level: Proposers may, propose to serve more than one school level within a particular Region through a single OST proposal in which the proposer will separately describe the program approach and budget for each school level proposed.
- Program Sites: Proposers may propose to locate Service Option I programs at their own sites, whether center- or school-based, or at DOE school sites, New York City Housing Authority (NYCHA) sites, and/or Parks Department sites designated in the OST RFP. The program site must be located within the DOE Region to be served.
- Price per Participant: The OST RFP will specifically prescribe maximum prices per participant that will be dependent on the duration and number of hours of regularly scheduled activity of the proposed program. For example, it is anticipated that the maximum price per participant for a year-round elementary school program will be \$1,200; the maximum price per participant for a year-round middle school program will be \$700; and, the maximum price per participant for an academic-year high school program will be \$500.<sup>4</sup> (If appropriately justified, DYCD will consider higher prices to meet the proposed cost of serving youth with disabilities.) Greater consideration will be given to proposers who offer in-kind (including participation from parents) and/or cash contributions. It is anticipated that reimbursement will be on a line-item basis.
- Proposer and Staff Qualifications: The OST RFP will request that proposers demonstrate extensive hands-on experience working with the population and community in which program sites are located. In addition, the OST RFP will request that proposers demonstrate that program staff is qualified to provide the proposed services to the identified target populations. DYCD anticipates that a substantial number of OST programs will be supported by a variety of staff members, including youth workers, pedagogical and non-pedagogical professionals, certified teachers, and volunteers. All OST staff, including volunteers, will be screened for security purposes through fingerprinting and other procedures that will be outlined in the RFP.

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<sup>4</sup> By way of comparison, the average price per participant for year-round school-age child care programs currently administered by ACS is \$5,965. The average per participant for an academic-year program administered by The After School Corporation is \$1,525. Among the youth served by DYCD's Youth Development and Delinquency Prevention (YDDP) programs, 89 percent of participants have been served at an annual per participant cost of \$200 or less, 9 percent have been served at an annual per participant cost of \$201 to \$500, and 2 percent have been served at an annual per participant cost of \$501 or more.

- Tracking of Program Outcomes: Through the cross-sector OST planning process initiated in October 2003, participant outcomes aligned with each of the OST goals have been identified and will be set forth in the RFP. Tracking of program outcomes will be introduced and phased-in over the contract period. Initially, outcome reporting will include, at a minimum, data collection reflecting results of parent and participant satisfaction surveys, staff observations, and attendance tracking.

## **Service Option II: OST Public/Private Match Programs**

- It is anticipated that OST Public/Private Match Programs (Service Option II) will be funded in the amount of approximately \$7 million.
- Minimum Qualification Requirements: Proposers for Service Option II must be non-profit organizations and must offer to match City funding with a minimum of 50 percent private funding. The private match portion cannot be composed of funding from any other government source. Greater consideration will be given to proposers that offer greater than a 50 percent match.
- Targeted Service Areas and Populations: Proposers for Service Option II may propose OST programs that offer services within a single DOE Region, across more than one DOE Region, or citywide. Pursuant to the OST RFP, greater consideration will be given to proposers for Service Option II that target designated service areas and/or populations within the ten DOE Regions. These areas and populations are being identified through a needs analysis now underway, the results of which will be set forth in the RFP.
- Payment Structure: The OST RFP will prescribe a maximum price per participant for the DYCD-portion of program costs that will not exceed the hourly rates per participant to be established for Service Option I.
- Program Goals: Service Option II programs must, at a minimum, address OST Goal #1 and one additional OST goal.
- Programs Serving Youth Ages 12 and Under: Under Service Option II, elementary and middle school programs serving more than seven (7) youth under 13 years of age will be required to comply with New York State School Age Child Care (SACC) regulations, including staff qualifications and staff-to-participant ratios of 1:10 for youth through age 9 and 1:15 for youth ages 10—12.
- Program Approach: All Service Option II programs must be age-appropriate. Service Option II programs, however, will not be subject to the specific hourly, weekly, or seasonal program requirements prescribed above for Service Option I programs. As stated above, OST Service Option II programs must, at a minimum, address OST Goal #1 and one additional OST goal.
- Competition Pools for Service Option II Proposals: DYCD will establish a single competition pool for Service Option II proposals. Proposers may propose to serve more than one school level through a single OST proposal in which the proposer will separately describe the program approach and budget for each school level proposed.

- Program Sites: Proposers may propose to locate Service Option II programs at their own sites, whether center- or school-based, or at DOE school sites, New York City Housing Authority (NYCHA) sites, and/or Parks Department sites designated in the OST RFP. The program site must be located within the proposed service area.

### **Service Option III: Technical Assistance Support Services**

- It is anticipated that OST Technical Assistance Support Services (Service Option III) will be funded in the amount of approximately \$2.4 million per year of the contract.
- Minimum Qualification Requirements: There are no minimum qualifications for Service Option III.
- Service Areas: The OST RFP will request that Service Option III proposers identify the DOE Region(s) they prefer to serve, indicate the number of organizations they have the capacity to serve, and demonstrate such capacity. DYCD anticipates that up to five technical assistance service contracts will be awarded.
- Goals: Proposers selected pursuant to Service Option III will develop and deliver technical assistance to support OST program providers and work with DYCD staff to enhance the agency's in-house technical assistance functions. The goals of this engagement will be to diagnose the needs of OST providers, develop their workforce, and enhance their capacity to achieve OST goals.
- Key Features:
  - General technical assistance support will include dissemination of programmatic and administrative best practices, staff development, and assistance in outcome measurement and tracking.
  - In addition to providing general support for all OST programs, the technical assistance provider(s) will be expected to focus more intensively on building programmatic and fiscal capacity among smaller, grassroots organizations. Entities serving local service areas and/or specific populations that will be identified in the RFP may require specialized technical assistance.
  - The technical assistance provider(s) will assist DYCD and other City agencies in developing an OST management and resources database. This database will also serve as a one-stop information source.
  - The technical assistance provider(s) will work with the evaluation services provider (see Service Option IV below) to assist provider organizations in incorporating and implementing mechanisms for use in self-assessment, and for tracking and reporting participant outcomes.

### **Service Option IV: Evaluation Services**

- It is anticipated that OST Evaluation Services (Service Option IV) will be funded in the amount of approximately \$0.6 million in each year of the contract. (Evaluations would be designed in keeping with a budget of \$2.1 million over 42 months.)

- Minimum Qualifications: There are no minimum qualifications for Service Option IV.
- Goals: The single proposer selected pursuant to Service Option IV will provide evaluation services for the OST system. The goal of the OST evaluation is to determine the effectiveness of OST activities, including development and implementation phases, in order to understand program impacts and inform policy. The evaluation will include studies of the implementation, outcomes, and impacts of the OST initiative, and will employ correspondingly appropriate methods of data collection and analysis.
- Key Features of the Evaluation: The evaluation would include a descriptive analysis of the OST system, which would examine program participation, the capacity of provider organizations and the OST workforce, funding levels, and participant outcomes that are in keeping with the nature of OST activity. The evaluation would also include a focus on continuous improvement, whereby assessment results would be used to strengthen organizations as they provide services. The evaluator would work with OST provider organizations and the technical assistance provider(s) to develop a self-assessment tool that would assist providers in continually measuring their own capacity to delivery high quality programs. The evaluation would address ethical considerations pertaining to research on children in the design of the evaluation system.