REQUEST FOR PROPOSALS

United Way of New York City’s
Atlas “Functional Family Therapy” Program

RELEASE DATE: March 3, 2022
Addendum Release Date: April 7, 2022
DEADLINE FOR RESPONSE: May 2, 2022
EXPECTED DATE OF DECISION: June 10, 2022

Questions may be submitted in writing to the UWNYC Procurement Team by e-mail to procurement@uwnyc.org.

On behalf of:
The Mayor’s Office of Criminal Justice
Office of Neighborhood Safety
1 Centre Street
New York, NY 10007

Distributed by:
United Way New York City
205 East 42nd Street
New York, NY 10017
Atlas Functional Family Therapy Program
REQUEST FOR PROPOSALS

I. BACKGROUND INFORMATION

A. Summary of the Request for Proposals.

This request for proposals seeks to identify at least three New York City community-based organizations (CBOs) to partner with the Mayor’s Office of Criminal Justice (MOCJ) and United Way of New York City (UWNYC, collectively with MOCJ, the “Program Administrators”) to implement Functional Family Therapy (FFT), a nationally recognized evidence-based program that has been selected for a justice-involved population under the Atlas initiative.

Atlas is an initiative of MOCJ focused on enhancing community safety, increasing economic mobility, and strengthening the capacity of trusted local services to serve justice-involved New Yorkers and New Yorkers at increased risk of violence and victimization. At scale, Atlas will work with an extensive list of CBOs to provide a continuum of services, including mentorship, family therapy, cognitive-behavioral therapy, opportunities for employment and education, and additional resources and supports. Building on successive reforms to reduce the city’s reliance on incarceration, Atlas seeks to improve New York City’s vitality and safety by strengthening local organizations and elevating community-driven public safety.

To apply, providers must demonstrate the ability to implement family treatment (generally home-based or virtual) in close partnership with model developers. Providers will respond to this opportunity by completing the narrative, providing a budget, and attaching their organizational chart and key staff resumes.

B. About Atlas.

Atlas aims to reduce community and interpersonal violence by engaging people in a change process that nurtures hope and strengthens relationships. Atlas meets people at times of crisis, such as an interpersonal or family conflict, a recent arrest, or a recent court case, and connects them to free community-based therapeutic programming. The therapeutic models offered through Atlas are evidence-informed, meaning they have strong evidence of effectiveness in promoting personal change and preventing future involvement in violence or incarceration. The models are culturally competent, trauma-informed, and deeply respectful of the strength, wisdom, and personal agency that resides in people.

Referrals to Atlas can come from anywhere, though most people meet Atlas following an arrest as a support mechanism to help individuals remain safely in the community while managing the crisis moment of an open court case. Atlas services are always free to participants and are accessible through community-based organizations that prioritize the cultural and holistic well-
being of people who have had negative experiences with interpersonal violence and punitive systems. As a community-based response to public safety and well-being, Atlas services are not connected to the court process. Individuals remain eligible even after their case has been resolved.

**Atlas Initiative Partners**

In this project, the United Way will be contracting for training with FFT LLC, one of the premier organizations for Functional Family Therapy training, service, and program evaluation. FFT LLC also represents the primary contact for information regarding FFT treatment, training, program information, and licensing.

The United Way was contracted for implementation planning support and technical assistance with Evidence-Based Associates (EBA) for this project. EBA assists states and localities drive high-fidelity implementation of evidence-based programs. EBA also assists CBOs with the implementation of programs like FFT, providing guidance related to the development of hiring processes, EBP-specific capacity, and general program development support.

**Target Population**

Atlas is designed for individuals facing the highest risks and needs factors, including those associated with future justice system involvement or victimization—with a particular focus on mitigating violence. Individuals may be referred to Atlas by the Criminal Justice Agency (CJA), defense attorneys, the Law Department’s Family Court Division, the Department of Probation, and community-based organizations. Referred participants in FFT services nationwide are typically between 11 and 18 years old. Within the context of the Atlas initiative, organizations may select to provide FFT to youth (ages 14 to 18), young adults (ages 19 to 22), or indicate no preference.

**C. Atlas Theory of Change.**

Public safety is more than the absence of crime but is the creation of conditions and opportunities where people and communities can thrive. No public safety agenda will be successful without acknowledging the conditions of divestment and deferred hope that shape people’s everyday choices in neighborhoods where community and interpersonal violence are most prevalent.

Seated within the New York City Office of Neighborhood Safety, Atlas joins other city initiatives like the Mayor’s Action Plan for Neighborhood Safety and the Crisis Management System in committing to values of personal empowerment, respect for local leadership and knowledge, and reinvestment in communities of color that have endured systemic oppression. By investing at the individual, family, and community level and increasing the availability and capacity of trusted community-based organizations to bring resources and best practices together, Atlas addresses persistent intersecting challenges to community well-being. Atlas helps make the case that safety is locally produced.

**D. About FFT.**
Functional Family Therapy (FFT) is an empirically grounded, well-documented, and highly successful family intervention program for youth who are involved with justice systems (either juvenile or adult). FFT has been applied to a wide range of at-need youth and their families in various multi-ethnic, multicultural contexts. Target populations range from at-risk preadolescents to youth experiencing serious challenges to young adults with a history of violence or other illegal activities (e.g., substance abuse). Intervention ranges from two to four months, with treatment interventions occurring no less than weekly throughout.

The FFT clinical model is appealing because of its clear identification of specific phases which coherently organize an intervention, thereby allowing clinicians to maintain focus in the context of considerable family and individual disruption. Each phase includes specific goals, assessment foci, specific techniques of intervention, and therapist skills necessary for success. The phase-based goals of FFT are to:

1) **Engage** youth and family members in treatment by establishing your credibility by being responsive and available.

2) **Motivate** youth and their families by decreasing the intense negativity (blaming, hopelessness) so often characteristic of these families. Rather than ignoring or being paralyzed by the intense negative experiences these families often bring (e.g., cultural isolation and racism, loss and deprivation, abandonment, abuse, depression), FFT acknowledges and incorporates these powerful emotional forces into successful engagement and motivation through respect, sensitivity, and positive reattribution techniques.

3) **Assess** interpersonal functions (i.e., payoffs) within the family to organize/match interventions.

4) **Behavior Change**: Reduce and eliminate the problem behaviors and accompanying family relational patterns through individualized behavior change interventions, including cognitive/attributional interventions, systematic skill training in family communication, parenting, problem-solving, and conflict management.

5) **Generalize** changes across problem situations by increasing the family’s capacity to **utilize multisystemic community resources** adequately and engage in relapse prevention.

The fidelity of the FFT model is achieved by a specific training model and a sophisticated client assessment, tracking, and monitoring system that provides for specific clinical assessment and outcome accountability. FFT program implementation targets clinical teams of 5 therapists who work together by regularly staffing cases, attending follow-up training, and participating in ongoing telephone supervision.
II. SCOPE OF SERVICES

A. Who Can Apply?

The Program Administrators aim to partner with at least three community-based organizations that have experience with violence prevention interventions and working with vulnerable young people in New York City. Atlas seeks to partner with CBOs that are grounded in their local neighborhoods and truly community-based. It is not required or even expected that the organizations will have experience implementing evidence-based practices (EBP) or specific therapeutic modalities, as the Atlas program will provide extensive training, capacity building, and oversight to organizations to support successful implementation.

We are looking for organizations able to engage young people and families in positive transformative change to stay safe and free from system involvement. FFT requires close coordination between an organization’s program team and the national model trainers; it is expected that the organization will work collaboratively with the model training organization in the day-to-day practice of program implementation, including but not limited to training, clinical supervision, and consulting with program management.

Applicants should be able to demonstrate a track record of high performance in achieving outcomes and a commitment to cultural competency in delivering services. We seek organizations interested in co-developing an evidence-informed model and actively commit to ongoing learning and collaborative partnership. Both non-profit and for-profit organizations may apply.

B. Selected CBO’s Responsibilities.

The Program Administrators expect that the selected CBOs will be responsible for the following high-level activities during the program term. Proposers should speak to these elements when describing their proposed approach to the work:

a. Implement an FFT program practicing the model with high fidelity, in a manner consistent with the highest professional standards, with protocols in place to identify and correct fidelity issues promptly.

b. Deliver the services of FFT either virtually or in person, depending on public health rules and regulations.

c. Hire and support at least five full-time FFT therapists. FFT’s requirements of master’s preferred, BA with two years human services experience with one year clinically supervised. In the event of staff turnover, the CBO will work with EBA and UWNYC to replace as quickly as possible (target 30 days).
d. Each FFT-trained therapist will maintain the initial start-up period of no fewer than 5-6 cases during initial ramp-up period (about 1-2 months) and then a maximum of 10-12 cases (full-time equivalency of 40 hours per week).

e. Require all FFT therapists will use the web-based FFT CSS system (www.fftcss.com) as their primary case management/assessment vehicle for FFT cases. The FFT CSS system is an important therapist learning tool that also assists FFT, LLC in preparing reports on overall program effectiveness, and therapist adherence/competence.

C. **Anticipated Funding Amount.**

<table>
<thead>
<tr>
<th>Number of FFT Teams</th>
<th>Annual Available Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FFT Team</td>
<td>$850,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Title</th>
<th>Line/ Status</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director</td>
<td>1 Full Time</td>
<td>Required</td>
</tr>
<tr>
<td>Therapist</td>
<td>5 Full Time</td>
<td>Required</td>
</tr>
<tr>
<td>Data &amp; Admin Specialist</td>
<td>1 Full Time</td>
<td>Required</td>
</tr>
<tr>
<td>Engagement/ Resource Specialist</td>
<td>PTE</td>
<td>Optional</td>
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</tbody>
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D. **Anticipated Contract Term.**

The term of the initial period for contracts awarded from this RFP will run through June 30, 2025, with a renewal option for additional periods not exceeding three years. The contract term has an anticipated annual renewal for up to three years. The Program Administrators reserve the right, prior to renewal contract execution, to determine the length of each option to renew.

III. **SUBMISSION GUIDELINES**

A. **Instructions.**

CBOs are required to follow the steps below to successfully submit the RFP:

1) To access the folder containing a PDF version of the RFP and attachments, please click this link: https://drive.google.com/drive/folders/109zrrkLQgH-VeyC41eoKZ5ONPwgkH7wC?usp=sharing
2) **Complete this online proposal form.** *Please note that you cannot save any information as you proceed when completing the form. We recommend writing all answers on a Word document, then copying and pasting responses into the online form.*

3) Upon submission of the online proposal form, your point of contact will receive an email confirmation from procurement@uwnyc.org. CBOs are recommended to add the email address to their contacts to avoid the email entering junk/spam.

4) The email confirmation will list the attachments required to finalize your application. **Please attach the documents (e.g. budget) in the email reply, and include the subject line: Atlas FFT Program – [Your Organization Name].** Required attachments are:

- Copy of current Liability Insurance, including coverage amounts
- Current IRS 990 or Financial Statement
- Current Fiscal Year Budget
- A copy of your 501(c)3 (if a non-profit)
- Organizational Chart
- Resumes for key organizational leadership, including the ED/CEO
- Resume for the person(s) supervising the program
- A copy of your proposal budget (link to template)
- Signed copy of the Addendum last page

**Electronic submissions are due by 7:00 PM EST on 5/2/2022.** If you have any questions on this RFP, please email Procurement@uwnyc.org using the following naming convention in the email subject line: “Atlas FFT Program Application - Organization Name.” The deadline for questions is April 25, 2022.

**B. Narrative Proposal Format.**

Please identify the age population your organization proposes to serve, either youth (ages 14-18) or young adults (ages 19-22). Substantively, your proposal should be a clear, concise narrative that addresses at least the following:

1. **Experience**
   a. Please describe your organization’s history and current role as it relates to improving neighborhood safety and well-being in the communities and neighborhoods with which you are proposing to work.

   b. The Program Administrators are looking for organizations with a track record of serving youth and young adults in crisis. Describe the organization’s relevant experience in providing services to the target populations and families, including any relevant program models.

   c. As an intensive voluntary program, the ability to effectively engage youth and young adults is critical. Please describe your organization’s experience with
outreach and engagement for voluntary programming, including details on the program, numbers engaged, engagement rates, and success and challenges.

d. In your experience, what makes outreach with young people most likely to be effective? What strategies are effective at engaging the family and close relationships of a participant? How would your organization approach a young person or family who was not sure if they wanted to engage with therapeutic services?

e. Based on your experience, what is your organization’s strongest area of expertise that will contribute to making Atlas successful in its mission of engaging young people, providing quality services, and preventing future involvement in violence?

2. Organizational Capacity
   a. Provide an organizational chart, clearly identifying where the FFT Team will be located, and which staff will provide management and oversight for the team.

   b. Describe the organization’s relevant experience in implementing new programs. Provide an overview of the implementation process, including the duration of the program, the number of staff trained, the number of participants served, and outcomes attained if possible.

   c. With an evidence-based program, data and ongoing quality improvement are essential to a successful implementation. How does your organization ensure quality services are being delivered to participants?

   d. What data, qualitative and/or quantitative, are most important for your organization to capture regarding the effectiveness and quality of your existing services? Please describe your organization’s experience for measuring program success through data collection (qualitative and/or quantitative) and analysis.

3. Mission Alignment
   a. The NYC Mayor’s Office of Neighborhood Safety (ONS) defines public safety as more than the absence of crime, but the creation of conditions and opportunities where people and communities can thrive. Describe how your vision for the implementation of Atlas within your organization aligns with the mission of the Mayor’s Office of Neighborhood Safety.

   b. Atlas aims to reduce community and interpersonal violence by engaging people in a change process that nurtures hope and strengthens relationships. Describe how the mission of the Atlas Initiative aligns with your organizational mission, values, and culture.
c. Describe a public safety issue your organization is uniquely positioned to solve and how FFT services through the Atlas initiative will assist in filling the gap.

4. Start-Up/Implementation
   a. The Program Administrators are looking for organizations with close ties in their neighborhoods and wider communities. Describe your organization’s experience in building effective networks of stakeholders and partners to better serve your program participants. Please include any relevant experience in establishing and maintaining relationships with the stakeholders and local community you intend to serve. How would you engage stakeholders to support a successful Atlas program implementation?

   b. Within the context of the Atlas initiative, organizations may select to provide FFT to youth (ages 14 to 18) or young adults (ages 19 to 22). Which age group would your organization propose to serve and why? If proposing to serve young adults (ages 19 to 22), please describe how your organization would propose to engage the young adult and their family, recognizing potential differences in family ties compared to youth. If you can serve either group, please explain why your organization is poised to effectively engage and serve either age group.

   c. It is expected that many services will be provided to families in a home setting and outside of traditional business hours. Describe your organization’s experience addressing the needs of individuals and families to receive services outside of traditional business hours and how you plan to apply this experience in the implementation of FFT through the Atlas initiative.

   d. Describe how your organization can meet the cultural and language needs of the proposed target population; what is your experience serving vulnerable populations that speak other languages or have diverse cultural backgrounds?

   e. Atlas recognizes the strengths of community-based organizations, while also is committed to providing capacity development assistance for organizations to implement the FFT model with fidelity and quality. Please describe the areas of opportunity for improvement or development within your organization where capacity-building support would be most helpful in implementing FFT.

5. Budget
   a. Submit a budget, using the budget template provided, that demonstrates a realistic appraisal of operating costs associated with the implementation and adheres to the parameters outlined in the solicitation.
b. Provide a budget narrative clearly articulating justification for each budget category.

C. Proposed Budget.

For the purposes of comparison, proposers are required to complete and submit a proposed budget using the Budget Template Attachment (Attachment A) and budget narrative.

Please submit a 12-month budget to cover the terms of this subcontract which will go through June 30, 2025.

Using the attached budget template*, please provide a budget that includes:

- Expenses consistent with the implementation of the Atlas FFT program.
- Enters annual salary amounts for the therapist defaulting to a range of $70,000-$75,000, and Program Director defaulting to a range of $90,000-$95,000
- Lists specific salary for personnel costs separate from fringe costs (plug in fringe percentage in the corresponding highlighted area)
- Lists indirect cost percentage in corresponding highlighted area, currently defaulted for 10% or .10. Proposers will be required to provide supporting documentation to support their indirect cost rate if higher than 10%.
- Details plan for the distribution of incentives to clients and families, if applicable
- Justifies each budget category with a budget narrative of calculation and explanation.
- Funds continuous operations based on a cost-reimbursement payment structure

*The format provided in Attachment A is for reference purposes only. Please add lines as needed and adjust as necessary to reflect the proposal being submitted.

To access the budget template, please complete the following steps:
1) Open Google Drive link
2) Download the form
3) Save in excel format
4) Send it along with supporting documentation to procurement@uwnyc.org with your instructions in the confirmation email

IV. EVALUATION AND CONTRACT AWARD PROCEDURES

A. Evaluation Approach.

All proposals accepted by the Program Administrators will be reviewed to determine whether they are responsive or non-responsive to the requirements of this RFP. Proposals that are determined to be non-responsive may be rejected. An evaluation committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. The Program
Administrators reserve the right to conduct interviews and/or to request that proposers make presentations and/or demonstrations, as the Program Administrators deem applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, the Program Administrators reserve the right to award contracts based on initial proposals received, without discussions; therefore, the proposer’s initial proposal should contain its best programmatic terms and proposed budget.

General areas of evaluation may include, but are not limited to, the following:

- Ability to meet the needs of the Program Administrators in service of Atlas, working in close partnership with Atlas Initiative Partners, like technical assistant consultants.
- Ability to attract and retain at least five FFT therapists and one Program Director
- Knowledge and history of serving at-risk youth using family-centered approaches, and community-based services
- Potential to stabilize families at need of continued involvement in the juvenile justice system
- Ability to manage and support an evidence-based intervention
- Appraisal of operating costs associated with the implementation of the budget proposal
- Experience with and/or knowledge of standard FFT
- Willingness to support the evaluation of this project

More specifically, the Evaluation Criteria and assigned weight are set forth below.

- Experience 30%
- Organizational capacity 15%
- Mission Alignment 25%
- Start-Up/Implementation 25%
- Budget 5%

B. Basis for Contract Award.

Following selection, organization(s) must complete the FFT Application for Site Training and Site Certification if required. Contract award(s) shall be subject to the timely completion of contract negotiations between the Program Administrators and the selected proposer(s). The Program Administrators shall rank proposers by technical merit and may request best and final offers (BAFOs).

C. RFP Postponement/Cancellation.

The Program Administrators reserve the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.

D. Proposer Costs.
Proposers will not be reimbursed for any costs incurred to prepare proposals.

E. Applicable Laws.

This RFP and the resulting contract award(s), if any, unless otherwise stated, are subject to all applicable provisions of New York State Law, the New York City Charter and Administrative Code, and the Rules of the City of New York. In addition, the contract award is subject to applicable provisions of federal, state, and local laws and executive orders, including those requiring affirmative action and equal employment opportunity.


Contracts shall be subject to the City of New York’s standard Appendix A, General Provisions Governing Contracts for Consultants, Professional, Technical, Human and Client Services, which is available by clicking this link. Appendix A will be attached to the selected organization’s contract.

V. BUDGET AND BUDGET NARRATIVE

This section also requires that you complete a budget template, available here https://docs.google.com/spreadsheets/d/1ByHr5g0MrblC1g2SS0gbqsZjakpCPJci/edit?usp=sharing&ouid=109454066715950552112&rtpof=true&sd=true

Please complete a budget (using the provided Budget Template) and budget narrative (written explanation of your budget allocations), noting that the Program Administrators have outlined what are considered appropriate percentages for the following budget categories and certain cost allocations.

Be sure to download the Budget template and work on it offline. You will be asked to submit the workbook upon submission of your proposal.

NOTE: An organization may submit a proposal on behalf of a group it fiscally sponsors; however, organizations should not apply in neighborhoods where they do not have a presence and only intend to subcontract. For applications with fiscal sponsors, please ensure that all organizations are reflected in the itemized budget, with details about the total funding being proposed for each.

VI. DOCUMENT UPLOADS

After you submit this application, you will receive an email from FFT@uwnyc.org (Subject: United Way NYC FFT RFP) requesting that you provide the following PDF documents in response to that confirmation email:

- Copy of current Liability Insurance, including coverage amounts
- Current IRS 990 or Financial Statement
• Current Fiscal Year Budget
• A copy of your 501(c)3 (if a non-profit)
• Organizational Chart, identifying where the FFT program fits into the overall structure
• Resumes for key organizational leadership, including the ED/CEO
• Resume for the person(s) supervising the program
• A copy of your proposal budget
• Signed copy of the Addendum last page

Please upload all the above documents as part of your reply to the email we send (DO NOT send separate emails).

**Remember:** You cannot save and return to this system. A copy of your application will be emailed to the primary contact.

Need support? Have a question about use of this application? Please email procurement@uwnyc.org
Attachment A –
Sample FFT Budget Template