



Building Organizational Strength for COMPASS Success

Tomorrow belongs only to the people who prepare for it today. —Malcolm X

Thursday, September 25th, 2025

1. INTRODUCTION

2. KEY COMPASS COMPONENTS

3. RFP READINESS

4. TIPS AND PITFALLS

5. Q&A//DYCD SURVEY

1. INTRODUCTION

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Hiershenee



Joe



1. INTRODUCTION

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RESEARCH + EVALUATION

- Market Research
- Literature Reviews
- Funder Scans
- Instrument Design and Validation
- Data Collection + Analysis
- Needs Assessment + Stakeholder Analysis
- Piloting and Testing
- Program Evaluation
- Evaluation Training / Support
- Creating Monitoring Tools/Systems
- Process / Implementation Evaluation
- Outcome / Impact Evaluation

STRATEGY

- Strategic Planning
- Aligning Mission, Vision, Values
- Program / Curriculum Planning
and Design
- Logic Model Development
- Theory of Change
- Workforce / Succession Planning

ORGANIZATIONAL SUCCESS

- Executive Coaching
- Performance Management
- Change Management
- Organizational Culture
- Capacity Building / Technical Assistance
- Leadership Development

SALESFORCE

- Design + Build
- Data Migration
- Dashboards + Reports
- Training + Ongoing Support

1. INTRODUCTION



The New York City Department of Youth and Community Development (DYCD) invests in a network of community-based organizations and programs to alleviate the effects of poverty and to provide opportunities for New Yorkers and communities to flourish.

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1. INTRODUCTION



The Department of Youth & Community Development

- **AFTERSCHOOL:**    
- **DISCRETIONARY CONTRACTS:** Over 1000 city council awards
- **FAMILY SUPPORT:** Fatherhood, Food Pantries, Healthy Families, Senior Services
- **IMMIGRANT SERVICES**
- **LITERACY SERVICES**
- **NEIGHBORHOOD DEVELOPMENT AREAS**
- **OFFICE OF NEIGHBORHOOD SAFETY:** Mayor's Action Plan for Neighborhood Safety (MAP), Crisis Management System (CMS), and Atlas.
- **RUNAWAY AND HOMELESS YOUTH**
- **WORKFORCE DEVELOPMENT:** SYEP, Train & Earn, Learn & Earn, Advance & Earn, Work Learn and Grow, Community Resources for Employment & Development -CRED

1. INTRODUCTION



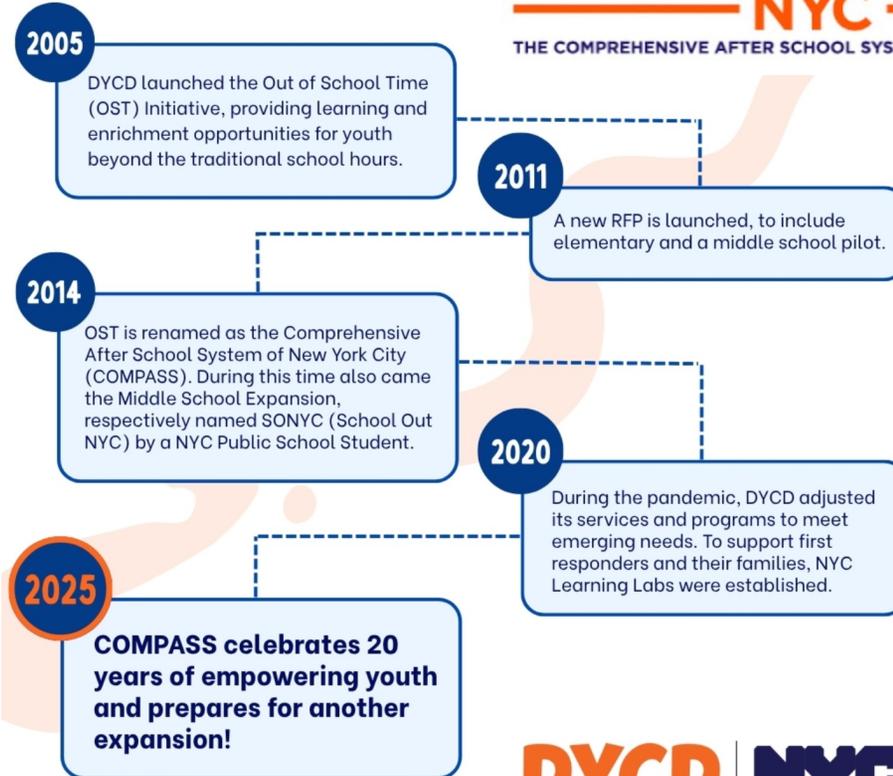
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THE COMPREHENSIVE AFTER SCHOOL SYSTEM OF NEW YORK CITY SCHOOL'S OUT NEW YORK CITY CENTERS OF NEW YORK CITY
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1. INTRODUCTION



AFTER SCHOOL



1. INTRODUCTION

HISTORY



ELEMENTARY

- Whole child K-5
- Literacy integration
- Homework help, Basic arts, Physical activity, including nutrition/healthy living
- Offered 3 hours/day, 5 days/week including holidays and provides summer services

SONYC Middle School

- Club structure w/youth choice for grades 6-8
- Instruction in sports, arts, and youth leadership
- Trips and opportunities for instruction beyond the traditional facilities.
- Offered 3 hours/day, 5 days/week including holidays and provides summer services

COMPASS High

- 9th grade
- Community advocacy
- Targeted academic, social, and emotional supports.
- Program hours are specific to each school.

1. INTRODUCTION

COMPASS RFP



INCREASED FUNDING

PROGRAM EXPANSION

CONTRACT LENGTH

1. INTRODUCTION

COMPASS RFP



INCREASED FUNDING

	FY27		FY28 - FY32		FY33*	
	Funding	Slots	Funding	Slots	Funding	Slots
Elementary	\$291,463,640	59,965	\$412,052,240	59,965	\$120,588,600	59,965
Middle	\$201,103,862	49,912	\$201,103,862	49,912	\$ -	-
Total Funding	\$492,567,502	109,877	\$613,156,102	109,877	\$120,588,600	59,965

1. INTRODUCTION

COMPASS RFP



INCREASED FUNDING

Anticipated Number of Contracts and Price Per Participant (PPP)

Elementary Program Sites (Year-Round: July 1st to June 30th)

- Anticipated Number of Awards: 325
- Year-Round PPP: \$6,800

SONYC Program Sites (School Year: September to June)

- Anticipated Number of Awards: 492
- School-Year PPP: \$3,900

1. INTRODUCTION

COMPASS RFP



INCREASED FUNDING

PROGRAM EXPANSION

20,000

new seats over the next
three school years

1. INTRODUCTION

COMPASS RFP



INCREASED FUNDING

PROGRAM EXPANSION

CONTRACT LENGTH

6 YEAR contract
Non-Renewable

1. INTRODUCTION

2. KEY COMPASS COMPONENTS

3. RFP READINESS

4. TIPS AND PITFALLS

5. Q&A//DYCD SURVEY

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Partnerships & Subcontracting

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

SCHOOL ALIGNMENT

*Consider embedding approaches from the NYC Reads and NYC Solves initiatives into all facets of programming if you will be school-based.
Coordination with school day and partner is critical.*

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

COLLEGE//CAREER

Introduce participants to a wide range of careers and educational options.

2. KEY COMPASS COMPONENTS

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MENTORING//LIFE SKILLS

Use of formal and informal mentoring, including peer-to-peer mentoring, will be incorporated into all COMPASS programs.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

MARKETING & OUTREACH

Comprehensive, strategic marketing and outreach plan to recruit and retain program participants.

2. KEY COMPASS COMPONENTS

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REQUIREMENTS

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INCLUSION

Enroll a diverse range of individuals within the population the program is designed to serve.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

SAFE & WELCOMING ENVIRONMENT

Create and maintain a friendly, supportive environment.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Program Director

Four-year bachelor's degree and at least three years of experience in a supervisory/oversight position or completion of the coursework for site supervisors mandated under the New York State SACC Regulations.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Content Specialist

Oversee//support the implementation of programming by Activity Specialists, Group Leaders, and Youth Workers in the Required Content Areas. A four-year bachelor's degree and 3+ years of experience in a supervisory/oversight position that included management and development of program content as well as staff supervision, training, and coaching.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Activity Specialist

Work with Group Leaders to lead activities in areas that require specific types of expertise and experience – e.g., STEM, Literacy, art, dance, organized sports etc.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Group Leaders

At least two years of direct experience working with children under 13 years of age, and, preferably, an associate degree. At a minimum, Group Leaders must have a high school diploma or equivalent.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Mental Health Staff

Contractors must identify at least one staff member who will cover the critical mental health and wellness support functions outlined in the Mental Health Supports section below.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements – CENTER BASED

Janitor
Security Guard
Front Desk Reception

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements – Supports

Professional Development

Provide at least three (3) hours per week of preparation support/professional development to Group Leaders and Youth Workers

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements – Supports

Mental Health

Complete Staff Training - Office of Community Mental Health's (OCMH's) Building Connections to Mental Health Support Training.

Program Director must complete OCMH's Building Bridges to Support.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements – Supports

Referral Plan

Contractors must create a plan and process for mental health referrals. The plan must be updated and disseminated, at least annually, to all staff. Contractors will be required to obtain signed partnership agreements, on an annual basis, with each partner named in their referral plan.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements – Supports

Mental Health Programming

Designate at least one staff member whose role is to ensure that the following services are delivered: - If a crisis occurs, on-site mental health supports are provided. - On an ongoing basis, the program provides wellness and social-emotional group sessions for students as part of its offerings.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Program Director, Content Specialist, Activity Specialist, Group Leaders, Mental Health Staff, Janitor//Security Guard//Front Desk

Staff Supports

Professional Development, Mental Health Training, Referral Plan, Mental Health Programming

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Partnerships & Subcontracting

Community Partnerships

All contractors to have a minimum of three (3) community Partnerships (agreements with an external entities), evidenced by signed Community Partnership Agreements.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Partnerships & Subcontracting

Subcontractors

a minimum of 10% of the total program budget (maximum of 30% of the total budget) to be used to hire subcontractors or consultants to ensure delivery of quality services in the Required Content Areas described in this concept paper

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Advances DYCD's goals

Staffing Requirements

Partnerships & Subcontracting

School Partnerships

A partnership with the school where the COMPASS program is located and/or from which participants may be recruited.

School partnership agreements include a requirement to refer program participants to their NYCPS school for the purpose of screening for learning disabilities, such as dyslexia.

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

Elementary

- *The program must offer activities and services for students in all K-5 school grades.*
- *Meet program Hours and Minimum Requirements*
- *Required Content Areas/Activities: STEM OR Literacy for at least 2 hours/week*
- *Adhere to the agency's SEL Framework and embed SEL throughout program operations. all contractors to adopt an SEL curriculum.*
- *Provide a minimum of 90 minutes of physical activity per participant per week*
- *Academic Support: typically include homework help and may include individual or small group tutoring, book clubs, and guided independent reading, writing and math skills.*

2. KEY COMPASS COMPONENTS

PROPOSAL ESSENTIALS

REQUIREMENTS

SONYC – Middle School

- *The program must offer activities and services for students in **all all three middle school grades.***
- *Meet program Hours and Minimum Requirements*
- *Required Content Areas/Activities: STEM OR Literacy for at least 2 hours/week*
- *Adhere to the agency's SEL Framework and embed SEL throughout program*
- *Provide at least 2 hours/week of Leadership Development activities*

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- 3. RFP READINESS**
4. TIPS AND PITFALLS
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3. RFP READINESS

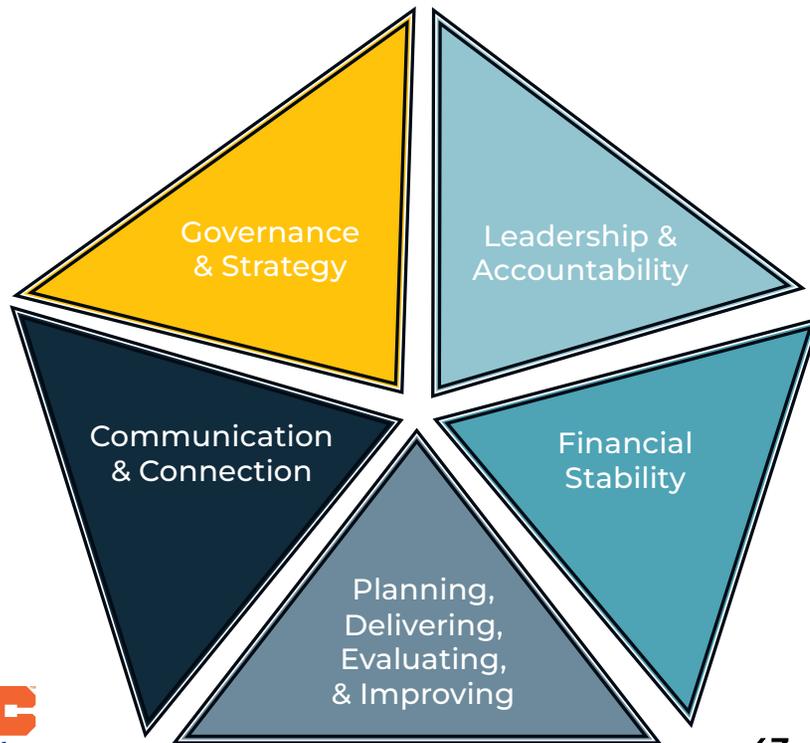
TWO ASPECTS

ORGANIZATIONAL HEALTH//READINESS

ADMINISTRATIVE//PASSPORT READINESS

3. RFP READINESS

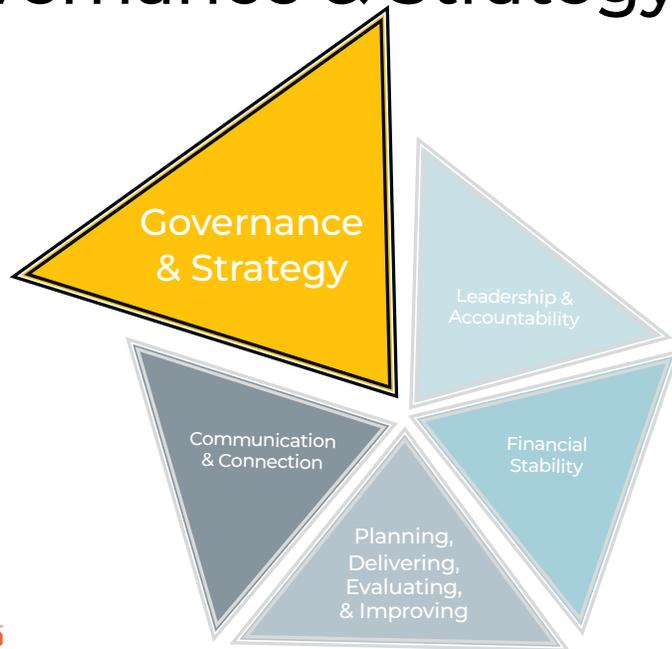
ORGANIZATIONAL HEALTH//READINESS



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

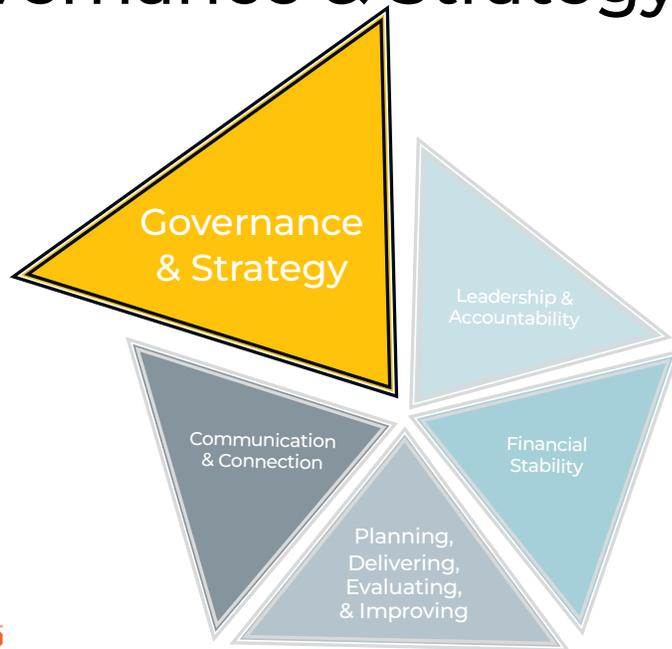
Governance & Strategy



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Governance & Strategy



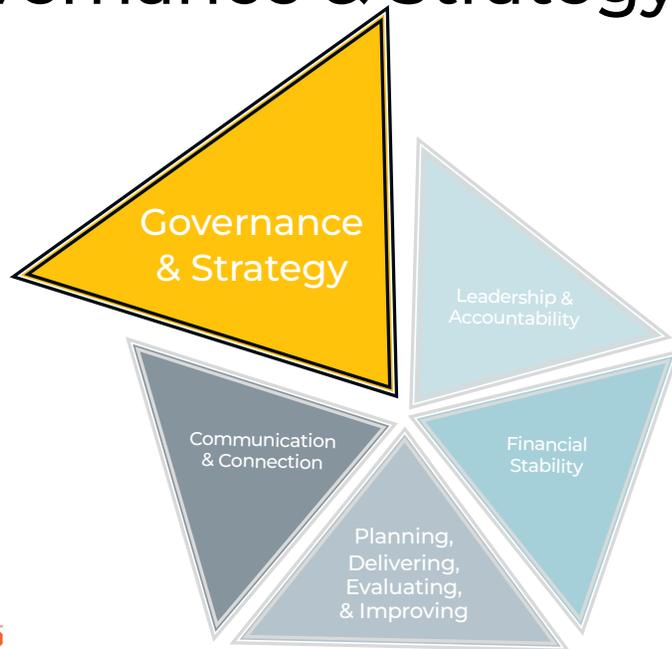
Compliance & Risk Management

Particularly Regulatory compliance. Programs must meet NY State SACC regulations and DYCD safety/emergency planning—classic governance obligations around risk and compliance.

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Governance & Strategy



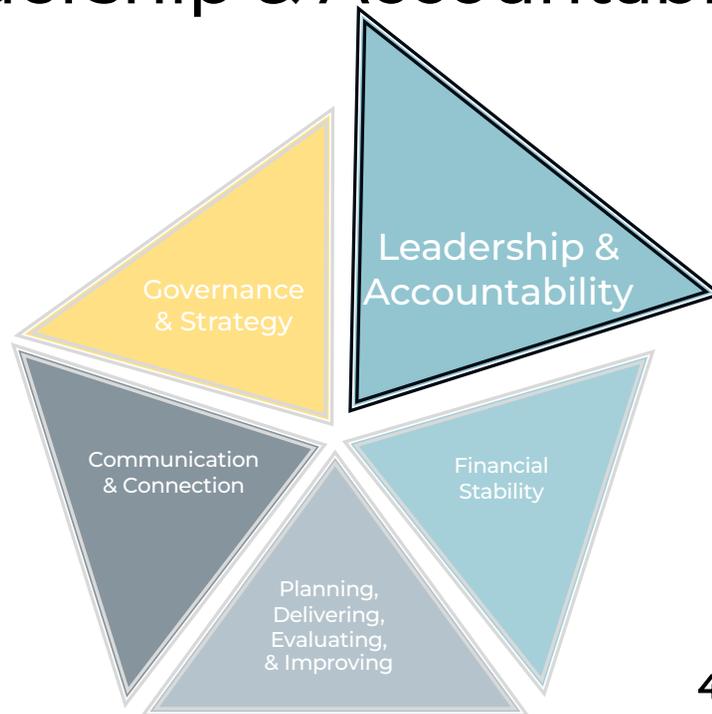
Fiscal Controls & Procurement

Strategic plans & budgets must be realistic and traceable to the mission as well as the required hours/content; governance ensures internal controls, segregation of duties, and audit readiness.

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

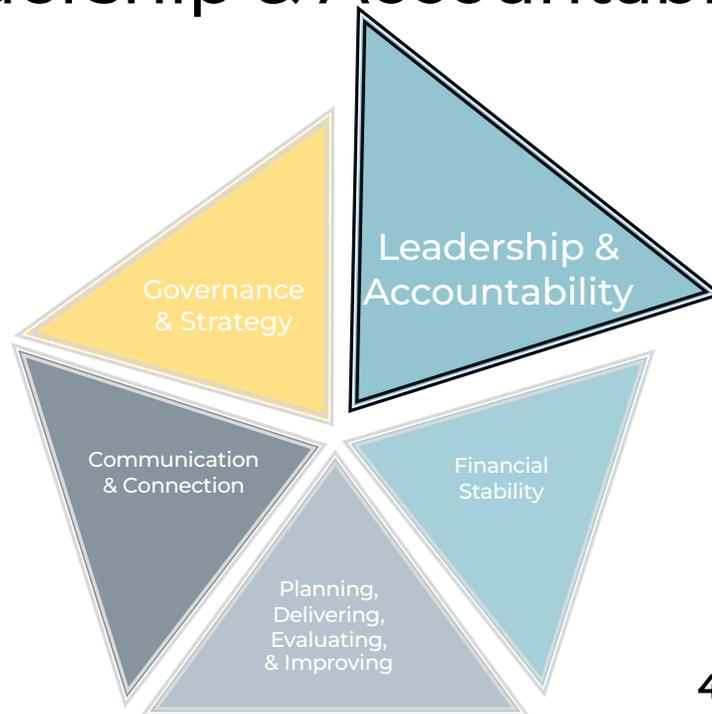
Leadership & Accountability



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Leadership & Accountability



Site Authority & Accountability

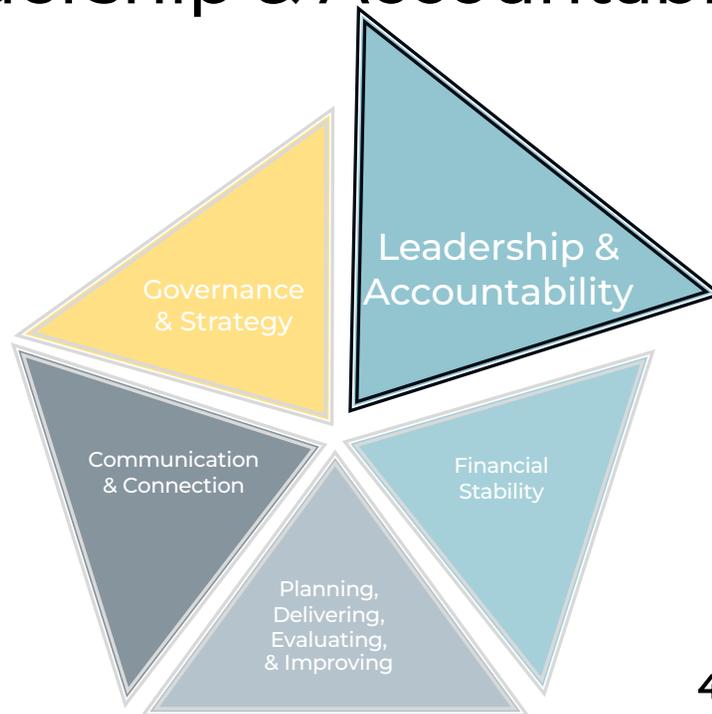
COMPASS requires onsite Program Directors to implement and hire, and a Content Specialist to drive curricula, coaches staff, and ensures fidelity to required content areas—clear, documented leadership systems by design.



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Leadership & Accountability



Ensuring Equity and Safety

DYCD's equity and inclusion expectations call for organization-wide policies, training, and accountability—leadership sets the tone, approves policies, and monitors adherence.

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

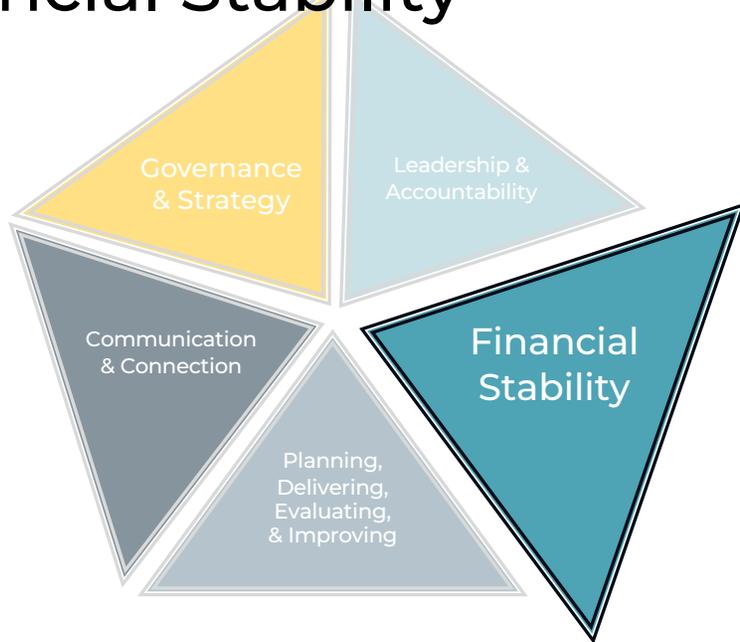
Financial Stability



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Financial Stability



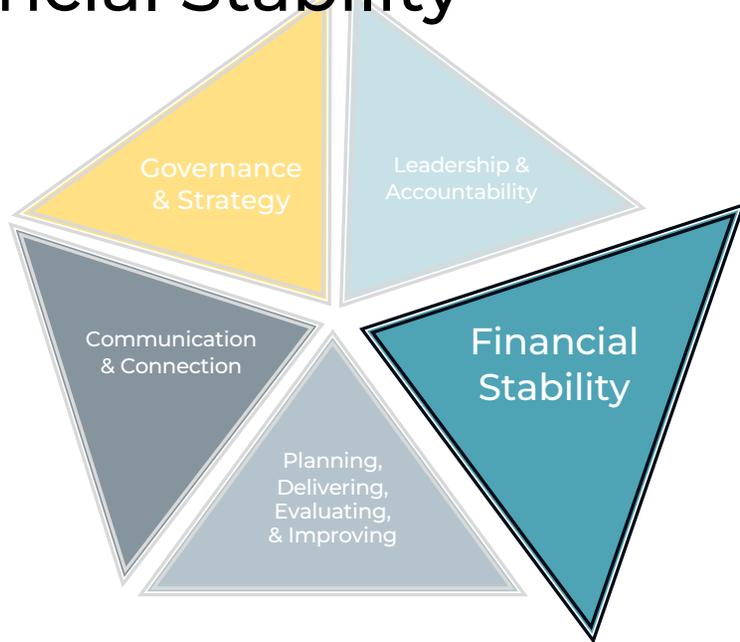
Financial Stability

Contracts are structured as reimbursement—meaning providers must front payroll, benefits, rent, and subcontractor invoices, then wait for DYCD reimbursement. This requires a stable position, cash reserves, lines of credit, or board-approved liquidity strategies to avoid cash flow strain.

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Financial Stability



Budgeting & Fiscal Controls

Manage the price-per-participant (PPP) and multi-year funding profile. Budgets must be realistic and traceable to required hours/content; Finance ensures internal controls, clear documenting of money in and out, and audit readiness.

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Planning, Delivering, Evaluating, & Improving



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Planning, Delivering, Evaluating, & Improving



Program Planning

COMPASS requires organizations to design a program that embeds NYC Reads & Solves in literacy and STEM programming, as well embedding physical and mental health components while explicitly integrating SEL using an evidence-based curriculum.



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Planning, Delivering, Evaluating, & Improving



Program Tracking

COMPASS requires organizations to measure and report SEL outcomes with validated tools and track attendance/dosage to minimum thresholds, as well as consistent reviews to use data to improve. Continuous learning processes.



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

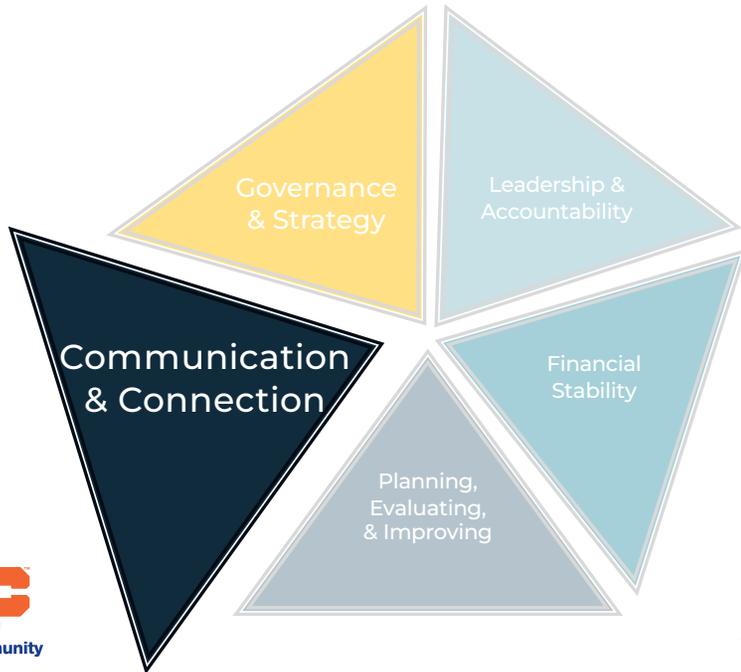
Communication & Connection



2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Communication & Connection



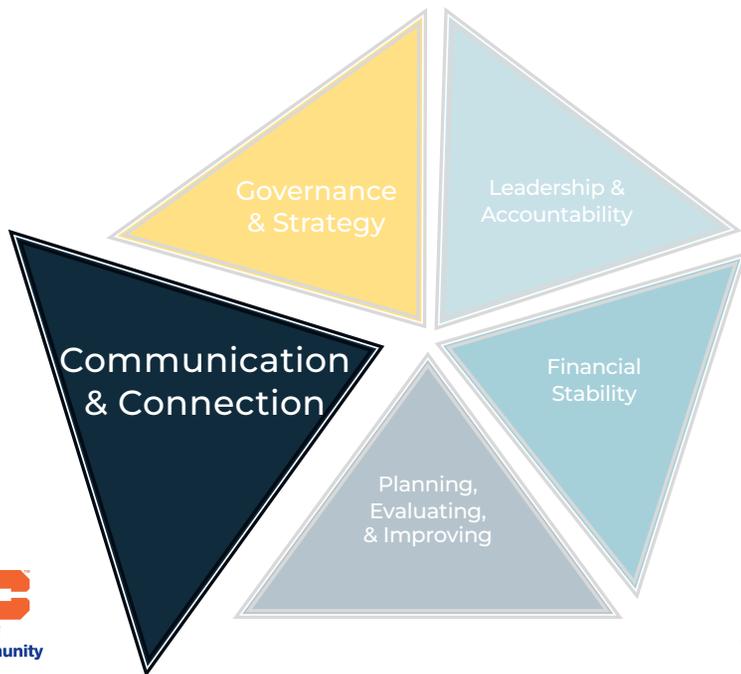
Community & School Partnerships

DYCD requires one school and at least three (3) community partnerships with signed Community Partnership Agreements submitted with the proposal—your outreach, MOUs, and shared vision are core to “connection.”

2. RFP READINESS

ORGANIZATIONAL HEALTH//READINESS

Communication & Connection



Inclusive Access & Family Engagement. Programs must ensure inclusion and a safe, welcoming environment—embracing DYCD’s Circles of Support Family Engagement Framework, ensuring families are partners in communication, participation, and program success

3. RFP READINESS

TWO ASPECTS

ORGANIZATIONAL HEALTH//READINESS

ADMINISTRATIVE//PASSPORT READINESS

3. RFP READINESS

TWO ASPECTS

ORGANIZATIONAL HEALTH//READINESS

**ONLY ORGS WITH APPROVED HHS
PREQUALIFICATIONS (PQF) CAN SUBMIT A
PROPOSAL.**

3. RFP READINESS

TWO ASPECTS

ORGANIZATIONAL HEALTH//READINESS

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3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



**Mayor's Office of
Contract Services**

3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



www.nyc.gov/site/mocs/index.page



PASSPort Login	Local Law 63 Plans	Discretionary Award Tracker	Contact
 Website for Procurement Data	 News and Notices	 Get Started with PASSPort	 New interactive Contracting Roadmap

PASSPort <ul style="list-style-type: none">Vendor Workshops and WebinarsFrequently Asked QuestionsAbout PASSPort	Quick Links <ul style="list-style-type: none">Payee Information Portal (PIP)Procurement Policy BoardNewsDiscretionary AwardPASSPort Public BuyWise for Agency Users	Useful Tools <ul style="list-style-type: none">Contracting RoadmapProcurement ForecastsProcurement GlossaryM/WBE ResourcesNYC Commodity Classification Directory
PASSPort User Guides <ul style="list-style-type: none">Create a PASSPort AccountFind Contract OpportunitiesSubmit InvoicesCreate and Modify Budgets	Opportunities <ul style="list-style-type: none">Getting StartedNonprofitsM/WBEFranchise & ConcessionsMOCS Careers	Get Connected Newsletter Sign Up



3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



**Mayor's Office of
Contract Services**

COMPASS RFP: Checklist

Use this checklist to stay organized and track your progress as you complete the steps to getting ready in PASSPort and submitting your COMPASS RFP proposal.

- 1. [Create a PIP Account](#) (Start Now):**
 - Register a PIP account for your organization.
- 2. [Create a PASSPort Account](#) (Start Now):**
 - Create an NYC.ID and submit your PASSPort Account Request. Once MOCS approves it, you can log in to PASSPort.
 - Add contacts to your PASSPort Vendor Profile and assign the relevant user roles.
If you already have a PASSPort account:
 - Confirm the right contacts are listed with the correct email addresses.
 - Confirm contacts have been assigned the necessary user role(s) and can log in.
- 3. [Get HHS Prequalified in PASSPort](#) (Start Now):**

Only Approved status providers can submit a proposal to the COMPASS RFP!

 - Submit your HHS Prequalification Application.
 - If your application was returned, revise and resubmit asap.
 - If you're already HHS Prequalified, check the Current Status and Expiration Date.
 - If your HHS Prequalification has expired or is expiring soon, renew asap.
 - Confirm HHS Prequalification **Current Status** displays: **Approved**, and your Prequalification does not expire anytime soon.
- 4. [Submit Proposal in PASSPort](#) (Once the RFP is Released/Fall 2025):**
 - Review the COMPASS RFP details to confirm eligibility and interest.
 - Carefully review your proposal prior to submission; you cannot change or retract it.
 - Submit proposal at least one week before due date.
 - Confirm Proposal **Submission Status** displays: **Submitted**
- 5. [Get Filed in PASSPort](#) (By the End of December 2025):**
 - Submit Vendor Enrollment Package (also known as: get Filed)
 - If you're Filed already:
 - Review your Vendor Profile and Disclosures to make sure everything is accurate.
 - If changes are needed, submit a Change Request.
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ADMINISTRATIVE//PASSPORT READINESS



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Mayor's Office of
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COMPASS RFP: Checklist

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3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



MORE DETAILED STEPS

<https://www.nyc.gov/site/mocs/passport/articles/com-pass-submit-proposal.page#step1>



3. RFP READINESS

ADMINISTRATIVE//PASSPORT READINESS



PQL & PASSPORT QUESTIONS

<https://www.nyc.gov/site/mocs/about/help.page>



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5. Q&A//DYCD SURVEY

4. TIPS AND PITFALLS

TIPS

ALIGNMENT WITH DYCD + SCHOOL PRIORITIES

Explicitly show how your program will coordinate with or embed DYCD//School partner priorities. The who and how around the liaising with your partner (school day/OST transition, overlapping activities, how STEM//Literacy happens, SEL approach, etc.).

4. TIPS AND PITFALLS

TIPS

DEMONSTRATE CAPACITY

Highlight qualified Program Directors and Content Specialists with clear supervisory structures, professional development plans, and coverage for all hours of operation. Demonstrate that you have the capacity (or a plan!) to hit the ground running.

Describe existing data plans and processes for collection, verification, organizing, reviewing, and using information to improve.

4. TIPS AND PITFALLS

TIPS

SHOWCASE PARTNERSHIPS

Submit signed Community Partnership Agreements and strong school partnerships that enhance recruitment, referrals, and alignment with school-day learning. Clearly demonstrate how are the partners going to wither fulfill or enhance the program?!

4. TIPS AND PITFALLS

TIPS

COMMUNICATE EQUITY COMMITMENTS

Reference DYCD's Equity Statement and show how your staffing, outreach, and partnerships ensure inclusive enrollment and culturally responsive programming. Demonstrate how your program is responsive to the community/population it will serve.

4. TIPS AND PITFALLS

TIPS

THE CONCEPT PAPER IS NOT THE RFP!

4. TIPS AND PITFALLS

PITFALLS

GENERIC PROGRAM & STAFFING DESIGN

Proposals that describe “afterschool activities” without clear goals, curricula, and alignment to city initiatives (NYC Reads/Solves, SEL framework) are unlikely to score well. Underestimating required roles (e.g., no dedicated Content Specialist, vague supervision plans, or unqualified hires) is a red flag for reviewers. Examples! Specificity! Examples!

4. TIPS AND PITFALLS

PITFALLS

NO APPROVED HHS PREQUALIFICATIONS OR PASSPORT DELAYS

Providers that do not ensure their submitted documentation is up to date will not be eligible. Waiting until the RFP release to fix your PIP, PASSPort, or HHS Prequalification status can make you ineligible to apply.

4. TIPS AND PITFALLS

PITFALLS

UNDERDEVELOPED PARTNERSHIPS

Submitting MOUs that are unsigned, overly general, or limited to informal networking fails to meet the requirement for at least three community partnerships and strong school collaboration.

4. TIPS AND PITFALLS

PITFALLS

IGNORING FINANCIAL REALITIES

Budgets that don't align with PPP rates or failing to show cash flow strategies for reimbursement-based payments, signal risk to DYCD. Budget and Program plans need to match the PPP!

4. TIPS AND PITFALLS

PITFALLS

OVERRELIANCE ON AI

Without clear human oversight or alignment to DYCD's required curricula and frameworks can result in generic, noncompliant proposals that fail to demonstrate organizational capacity or authenticity. AI is not the best at tailoring for specific neighborhoods or schools/students!

1. INTRODUCTION
2. KEY COMPASS COMPONENTS
3. RFP READINESS
4. TIPS AND PITFALLS
5. Q&A//DYCD SURVEY

5. Q&A//DYCD Survey

QUESTIONS?

ANY OTHER PRE-RFP QUESTIONS?

Please use the Q&A tool to ask a question; we will respond to them in the order they are received.

5. Q&A//DYCD Survey

THANK YOU!

HOW'D WE DO?

Date: September 17th, 2025

Session: Building Organizational Strength for COMPASS Success

Facilitator 1: Joe Luesse

Facilitator 2: Hiershenee Luesse

Survey Link: https://www.surveymonkey.com/r/8RES_FY26_PostTrainingSurvey

