

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

NEW YORK CITY
DEPARTMENT OF YOUTH AND COMMUNITY DEVELOPMENT
ADVANCE & EARN PROGRAM REQUEST FOR PROPOSAL RFP:
EPIN: 2601910007
PRE-PROPOSAL CONFERENCE

May 15th, 2019
2:10 p.m.

Proceedings held at NYC Department of Youth and
Community Development, 2 Lafayette Street, 14th Floor,
Auditorium Room #1412, New York, NY 10007.

Transcribed by Natalie Vaccarezza, Notary for the
State of New York.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PANEL MEMBERS

KEITH BUNCH -

Assistant Deputy Agency Chief Contracting
Officer.

JENNY SYNN-CARSON -

Director, Advance & Earn.

JULIA BREITMAN -

Senior Director, Youth Employment Programs
and Partnerships.

DAPHNE MONTANEZ -

Assistant Commissioner, Workforce Connect.

RONG ZHANG -

Assistant Commissioner, Literacy and
Immigration Services.

ROBERT FRENZEL-BERRA -

Director of Research and Program Development.

DANA CANTELMINI -

Agency Chief Contracting Officer.

ANDRE WHITE -

Deputy Commissioner, Workforce Officer.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

KEITH BUNCH: On behalf of the commissioner Strong, I would like to welcome you to the Department of the Youth and Community Development's pre-proposal conference for advancement RFP. I'm fading out here. My name is Keith Bunch, Assistant Deputy Agency Chief Contracting Officer.

So for our agenda for today we have a welcome introduction. After that we will have the RFP timeline. Followed by that, we will review proposal expectations and pre-qualification and proposal submission. Then we will have program structure and features. Lastly, post-award requirements, and, at the end, we'll have a question-and-answer segment pertaining to this RFP.

So I want to introduce the panel to you. First we have Jenny Synn-Carson. She is the director of Advance & Earn. We also have Julia Breitman. She's the senior director for Youth Employment Programs and Partnerships. We have Andre White, Deputy Commission of Workforce Connect.

We have Rong Zhang. He is the assistant commissioner for literacy and human rights

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

services. We also have Robert Frenzel, the director of research and program development. Last, but not least, we have Dana Cantelmi, Agency Chief Contractor Officer.

I want to thank you for joining us today. Before I turn this conference over to the panel, I would like to go over some important dates and general information.

First, I want to go over with you the DYCD mission. The New York City Youth and Community Development invests in a network of community based organizations and programs to alleviate the effects of poverty and provide opportunities for New Yorkers and for communities to flourish.

Our vision is that DYCD strives to improve the quality of life of New Yorkers by collaborating with local organizations and investing in the talents and assets of the community to help them develop, grow, and thrive.

I want to go over some important information with you regarding the time line. So the due date for this RFP is June 26, 2019, 2:00 p.m. in the HHS Accelerated System. Please note that DYCD will not be accepting any hard copies of

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

proposals. In order to respond to this RFP, you must be prequalified in the HHS Accelerator System.

I want to note the deadline. It's very important. The proposal due date is June 26th, 2019, at 2:00 p.m. Proposals submitted after this date will not be accepted. Notification of the award selection will be made through the Accelerator System.

Our anticipated contract term for this RFP will start November 1st, 2019, to April 30th, 2023, with an option to renew for up to two additional years. If you still have questions after this pre-proposal conference, you may e-mail DYCD at rfpquestions@DYCD.NYC.gov.

Please note, in order to ensure timely responses, all questions must be submitted no later than June 19th, 2019. I want to go over a few things regarding HHS Accelerator. The system was launched -- first, I should ask who's a member of HHS? So HHS Accelerator was launched to simplify and improve the competitive-contract process.

So agencies publish all the proposals, RFPs, documents into HHS Accelerator Sytem. Pre-

1 PROCEEDINGS

2 qualified providers approved are eligible to
3 propose and can submit proposals after RFPs are
4 released. Providers must submit proposals
5 through the HHS Accelerator by the proposal due
6 date in time.

7 If you need any help regarding these items,
8 you can always send emails to help@mox.nyc.gov.
9 We are going to have a representative from Mox in
10 the audience in case you have any additional
11 questions regarding this. All right. At this
12 time, I would like to turn the conference over to
13 the panel.

14 I ask that you hold any questions until the
15 end of the panel presentation. At this time, I
16 would like to bring up Jenny Synn-Carson.
17 She's going to go over the program structure.

18
19 JENNY-SYNN-CARSON: So the Advance & Earn
20 Program is really a vision from the field. Formed
21 by extensive research of the young adult
22 internship program, as well as, the young adult
23 literacy program, as well as, feedback over the
24 last year through stakeholder engagement sessions
25 and responses from the opportunity-concept papers

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

including from many of you in this room.

Some of the key feedback from the community and opportunity with themselves includes a flexible program model, comprehensive support services, providing advance training as part of a coordinated-career pathway, and, yes, additional funds to support the needs of opportunity youth.

So the Advance and Earn Program is a comprehensive model offering continuum of services needed to advance in today's workforce including literacy and numeracy instruction at both pre-HSE and HSE levels, skill building leading to industry recognized credentials through basic and advance training instruction, work readiness training, and college and career exploration.

This model addresses many of the needed support shared in the stakeholder feedback including paid work experiences, basic support including food and metro cards, and a focused strategy for transitioning people from one program to the next.

So the Advance & Earn Program is comprised of three program components: Pre-HSE, HSE, and

PROCEEDINGS

1
2 advance training. These components provide a
3 continuum of services for youth with low-literacy
4 levels to those with high school diplomas or it's
5 equivalent.

6 The purpose of the pre-HSE component is to
7 provide opportunity to low literacy level youths
8 the instruction and support to obtain necessary
9 skills to transition into a HSE program or other
10 programs that will put them on a career path.

11 The instructions comprise of 12 hours
12 dedicating to literacy and numeracy instruction
13 and an additional seven hours of career-awareness
14 training including college and career exploration.
15 Participants with at least 70 percent will receive
16 a \$150-dollar weekly stipend.

17 The HSE purpose is to provide HSE
18 instruction, in conjunction with experiential
19 learning, skill building, and comprehensive
20 support including a paid internship providing
21 hands-on learning. The instruction is comprised
22 of six hours dedicated to literacy and numeracy
23 instruction.

24 An additional 80 hours of supported skilled
25 instructions is to be provided including basic

PROCEEDINGS

1
2 industry credentialed instruction such as
3 Microsoft Office Suite or Server Safe Food
4 Handler.

5 The remaining hours of supported skilled
6 instruction are flexible and should address
7 participant needs and interests. You may provide
8 instructions in that topic. If you have number of
9 participants that need tutoring, you may include
10 tutoring as support skilled instruction.
11 Participants will be paid for up to 250 hours at
12 the New York State minimum wage.

13 Internship sites should vary based on
14 participants' skills, interests, and, when
15 applicable, industry credentials obtained. The
16 purpose of the advanced training component is to
17 provide specialized instruction with employer
18 informed content leading to industry credentials
19 and or job opportunity with ladders for career
20 advancement.

21 Supplemented by hands-on learning
22 experiences through internships related to
23 instruction. The hours and costs will vary
24 depending on the type of advanced training
25 proposed. The participants will be paid for, up

1 PROCEEDINGS

2 to, 250 internship hours at the New York State
3 minimum wage.

4 Internship sites must align with the proposed
5 advanced training. For example, a certified
6 nursing training should be in medical center. So
7 informed by the stakeholder feedback, Advance &
8 Earn Program calls for a robust and intentional
9 staffing component which allows for ample support
10 during programing and through transitions.

11 Each proposal must have a complete staff. We
12 understand this is a robust model covering a wide
13 range of services that may not be offered within
14 one organization. DYCD encourages you to partner
15 with other organizations to provide a full
16 complement of services.

17 The lead provider must oversee all the
18 components and no more than 45 percent of the
19 total budget may come from here. It is very
20 important that the subcontracts are identified in
21 the proposal, and they are registered in the
22 City's payee information portal.

23 DYCD will be issuing an addendum to this RFP.
24 After further consideration, mid-cohort program
25 progression will not be allowed. If a participant

1 PROCEEDINGS

2 tests out of the component they are in, they are
3 encouraged to continued their internship, career
4 exploration, or credential training hours. They
5 may also stay in the classroom or receive
6 tutoring.

7 KEITH BUNCH: Thank you. I just want to go
8 over post-award requirements. So the first thing
9 is the public assistance hiring-commitment rider.
10 Who received the handout regarding HRA? This is
11 that slide, so I want to go over it briefly with
12 you.

13 The public assistance hiring commitment is an
14 initiative administered by the Human Resource
15 Administration, otherwise known as HRA. Through
16 its business link program. The FAQ requirement
17 has been provided to you at the sign-in table.

18 I also want to touch on the
19 notice-for-proposal-subcontract compliance. Jenny
20 talked about it a little bit during her
21 presentation. Please be advised that there is a
22 requirement to utilize the Payee-Information
23 Portal, also known at PIP, to identify all
24 subcontractors and to enter in all the payment
25 information and other related information during

1 PROCEEDINGS

2 the contract term.

3 This is a very important slide here that I
4 wanted to touch on. Responsibility determination,
5 so you want to be advised that there is that all
6 prospective contractors to be determined
7 responsible in the post-award phase; therefore,
8 please make sure your charities are current and in
9 ensure that any outstanding leans or adverse
10 information has been resolved.

11 Unresolved issues can cause significant
12 delays in the post-award process. Also, as soon
13 you can get the documents required to us, the
14 sooner we can get your contractor registered.

15 Also want to touch on insurance requirements.
16 First thing is the commercial liability insurance.
17 One million per occurrence and two million
18 aggregate also motor liability, if applicable,
19 workers compensation, disability benefits,
20 insurance, and employer's liability.

21 Please note that DYCD will not be able to
22 proceed and process through and award a
23 contract until it has obtained acceptable proof of
24 the necessary insurance coverage. DYCD does
25 reserve the right to notify contractors of

1 PROCEEDINGS

2 additional at the time of contract award.

3 Some addition information here regarding MWB
4 participation: DYCD encourages MWB participation
5 and recommends the utilization of certified MWBEs.
6 Also note that transcript presentation and
7 attendance rosters will be posted to the DYCD
8 website for viewing.

9 All right. So we're going to have our Q&A
10 session at this time. Please note, the session is
11 for purposes regarding the RFP. I want to state
12 that, very clearly, this session is only for
13 purposes regarding this RFP which is Advance &
14 Earn. Questions asked should only pertain to this
15 RFP.

16 This is your opportunity to ask panel
17 questions. Once the Q&A session ends, the panel
18 will not take any more questions; therefore, if you
19 want to ask the panel questions, this is you
20 opportunity to do so. Once again, please make
21 sure all questions pertain to this RFP.

22 Anyone who wants to ask a question, please
23 line up in front of this microphone or in front of
24 me. Please ne sure to state your name and name of
25 your agency and reference the page of the RFP that

1 PROCEEDINGS

2 pertains to your question. If you have a question
3 line up here.

4 BRUCE CARMEL: I have a couple questions. I
5 was going to ask one and then go to the back so
6 other people can have a chance. Bruce Carmel, I'm
7 working with Stanley Isaac Neighborhood Center.
8 So I'll ask one, and then I'll go to the back of
9 the line.

10 So my first question is about, because I have
11 a few, the advance-training portion. I see that
12 there would be some opportunity where it talks
13 about job readiness and the supportive services
14 for Bridge Programming, but I don't see any
15 explicit mention of Bridge.

16 I think Bridge and essential in career
17 pathways. Instead of putting people just into the
18 advance training are we allowed to do Bridge
19 Programming? Does that fit in, is one question.

20 Another question is I'm a little confused
21 about the requirement about the same advance
22 training for 250 hours of internship. If a
23 participant were to go into a program such as per
24 school, you're in training from 9:00 a.m. to
25 4:00 p.m.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

They could not and shouldn't be doing an intensive internship, so I don't understand how the internship fits in there. Those are my two questions. One is about is Bridge Programing allowed within advance training, and how could the internship fit in if someone's doing an intensive advance training.

JULIA BREITMAN: So Bruce, I'll start with your second question first. The internship is in the required portion of the advance training. We know that with this population of young people, they often have to choose between training and income they need to survive, so we did not want that.

Additionally, there are many workforce skills we would like them to obtain on the job. We would like the internships -- and Jenny touched on this -- actually coincides with the training so that they're getting hands-on learning at their internship component.

BRUCE CARMEL: Could you explain why and how, at five days a week from 9:00 to 4:00, you would expect them to work seven days a week.

JULIA BREITMAN: Yeah. They're not in

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

school, so their training hours would have to be compatible with an internship. The internship does not have to be 250 hours. 250 is a maximum, and we will accept proposals that explain, but there does have to be a component of paid work experience that complements the training.

In terms of Bridge, there are elements of the Bridge programing throughout the portion. We do that as a required element you'll find in the RFP. In advance training, again as we mentioned, the workforce skills, as well as, the actually occupational-skills training should all complement each other.

JOHANNA DEHLER: Hi, I have a question regarding the service levels. On page ten, it mentions three hundred maximum enrollees per each track. And then on page 21, it explains two different cohorts.

There are two cohorts and in each cohort is 25. I'm not entirely sure how those two sets of numbers relate. So how does page ten relate in terms of the services.

JULIA BREITMAN: Three hundred is the for the entire portfolio. Whoever is awarded, all six

1 PROCEEDINGS

2 contracts, there are 25 per component, per cohort,
3 per organizations awarded.

4 ANTHONY MERCADO: Hi, Anthony Mercado, Queens
5 Public Library. Page 24 of the RFP states there
6 will be 6,636 dollars for advance training seats
7 with an additional three-to-six thousand for the
8 cost of the advance training.

9 Is the three-to-six thousand figure an annual
10 cost per advance training seat, an annual-overall
11 total cost, or a three-year total cost.

12 JULIA BREITMAN: Actually, it's neither.
13 It's per cohort, per seat. We're not envisioning
14 that advance training will need to be repeated,
15 but if a young person needs to repeat that
16 component, it's the price that gets repeated as
17 well. It's per seat.

18 JANE LINDBERG: Hello, I'm am Jane Lindburg
19 from Classroom Inc. We are interested to
20 subcontract this proposal. I would be happy to
21 talk with anybody about that.

22 My question is do the subcontracts follow the
23 contract term? Could we subcontract for one year
24 or must we subcontract for the length of the term.

25 JULIA BREITMAN: The lead contractor will

1 PROCEEDINGS

2 have to determine that on an annual basis.

3 JANE LINDBERG: Okay. So it could be renewed
4 annually.

5 JULIA BREITMAN: Yes.

6 JANE LINDBURG: Thank you.

7 JULIA BREITMAN: Sure.

8 DANI SMEJKAL: Hi, Dani Smejkal, Opportunity
9 for Better Tomorrow.

10 I also have a few questions. I will limit it
11 to a two or so for now. The first one is around
12 the expectations around proposing the
13 various advance training options.

14 The RFP requested, or suggested, that
15 providers propose a variety of advance training,
16 and DYCD would select one to ensure variety across
17 the portfolio. Are there any suggestions about
18 how we go about writing, or proposing, or doing a
19 budget for that one?

20 JULIA BREITMAN: You'd have to submit
21 separate proposes for each training.

22 DANI SMEJKAL: And then our second question
23 is I know you briefly mentioned that, if somebody
24 completes mid-cohort, that they are continuing,
25 but not transitioning to another.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

So our question is, let's say, somebody completes pre-HSE or HSE levels but the timing necessarily doesn't align, because of their goals, to when the next cohort starts.

Is it possible for them to transition to a training or an option one. Is there going to be any conflict going from Advance and Earn to, potentially, Train & Earn?

JULIA BREITMAN: There will not be. If they pass the HSE exam, that is your outcome and transition to another occupational-training program.

ELIZABETH WALKER: Hi, I'm Elizabeth Walker from Good Shepherd Services. I have two questions. Can young people roll over from one cohort to the next? If they're making advances, but not ready to move onto the next one?

JULIA BREITMAN: Yes. They can repeat the components. The RFP states, as we continue to evaluate the program, we will decide what the appropriate number of times that a young person can repeat the component.

ELIZABETH WALKER: And can we split the 25 student cohort between two sites?

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

JULIA BREITMAN: No, but you could split them between classrooms. So 25 is the maximum number per classroom, so if you would like to have two separate classrooms, you could. We'd like to keep them all under one roof.

ELIZABETH WALKER: Okay, thank you.

BRUCE CARMEL: Hi, Bruce Carmel, again. So it says on page 17 -- I'm a little confused. It says on 17, the underlined there, it is says mid-cohort progression will be allowed. I think you said, yes, that's allowed.

JULIA BREITMAN: We mentioned we'll be issuing an addendum. Mid-cohort progressions will no longer be allowed.

BRUCE CARMEL: I would urge consideration of that as a program provider. Also I was going to ask about managed enrollment is best practice, not fixed enrollment.

If I have a young person who comes to me and I tell them they're going to have to wait three months before they can start the program, and they're at risk for gang involvement, I think that might be challenging or maybe not a great thing for that young person.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

I'm wondering if there's a possibility for people who will be able to transition like it says in the RFP and there's other young people, why would we make those young people wait, and why would we make young people ready to go on not be able to do so. Because in my experience, they will not stick around.

JULIA BREITMAN: We took all of that into consideration. We also found that one of the best practices from the field is that the cohort model really works. And breaking up cohorts, young people really come to rely on each other, and so it was a very important part, every page is a cohort model.

We do encourage you to over-recruit and over-enroll, not over enroll, in the very beginning of the program. We do ask that enrollment stops after the first two weeks because, when we are talking about construction or occupational training, they'll be too far back if they enrolled later on.

We also ask for very robust case management to prevent dropping out and to ensure young people that are being recruited understand that they are

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

being asked for a long commitment. In terms of what to do if a young person comes mid-cohort, we do ask that you provide services. We ask for summer programs.

If you are recruiting -- young people come to you in spring and you know you can't enroll them until the fall, offer tutoring, offer drop-in service, support services as needed to keep them engaged. We'll also continue to evaluate the program.

If we find that we do have a lot of young people that could move on mid-program, that's something we'll take into consideration. At this point, this is not an option that's on the table right now.

BRUCE CARMEL: Another question, so this was asked prior, but to clarify. So if I have 25 people who come in to me pre-HSE, and they're at 4th through 6th grade level, their probably not going to be ready for HSE in 20 weeks.

So if I roll them over and keep them in, is that okay? Otherwise, if not --

JULIA BREITMAN: Yes, that's okay.

BRUCE CARMEL: So I will fulfill the

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

requirement if I have 25 people for each of the two cohorts even if it's a lot of the same people because they've rolled over.

JULIA BREITMAN: There are outcome expectations about gradual grade-level attainment; however, you are allowed to repeat HSE as necessary.

ANTHONY MERCADO: Queens Public Library. I just have a couple of smaller questions regarding subcontractors. So we'll try to get through them all. Number one, does the contractor need to enter an MOU with a subcontractor?

Number two, do we need to submit a separate budget showing a detailed line-item cost for each subcontractor?

Number three, considering that all of subcontractors are required to use PIP, is that -- the assumption there is that DYCD will be paying the subcontractors directly or will the grantee still be responsible for disbursing those payments.

JULIA BREITMAN: So for purposes of submitting a proposal, you just have to identify the subcontractor. So we would not, for purpose

1 PROCEEDINGS

2 of submitting the proposal. However, if you are
3 awarded, we would expect you to have some kind of
4 subcontractor agreement.

5 In terms, of your PIP question, DYCD will be
6 paying the prime provider, and the prime provider
7 will be paying out the sub. The payment portal is
8 primarily to track payments that are going to a
9 sub.

10 It is not a payment function that's
11 happening. You're just reporting the money
12 that's given to the sub.

13 ANTHONY MERCADO: One more thing, can
14 subcontractors be for-profit or non-profit.

15 JULIA BREITMAN: It could be either or.

16 DUANE BAPTISTE: Good afternoon. My name
17 Duane Baptiste, one of the site managers on behalf
18 of ResCare. I am coming to use on behalf of our
19 regional director.

20 I have some question. My main two is what
21 are department goals for the number of
22 participants served by the department program?
23 Will the department please clarify the following
24 RFP references.

25 It is anticipated that the each program

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

contract will fill at least 150 seats per year through the cohort model. Is that representative of all program components.

JULIA BREITMAN: That's per seat. As I mentioned, a young person can repeat a component, so it's a 150 seats or slots.

DUANE BAPTISTE: And then my second question is can you please provide additional clarification on price-per-seat. So the pre HSE, HSE, and advance training price itself contained?

And what happens as an individual progresses through the program; for example, if they move from HSE to advance training. The sub-question to that is that if an individual exceeds price-per-seat, how would the provider be reimbursed?

JULIA BREITMAN: The price-per-seat cannot be exceeded. You have to make do with the budget that you have. In terms of what happens if somebody progresses, as I said it's per seat.

For each cohort you're going to receive payment for the young person that they serve. As they move on, that's a separate price-per-seat.

DUANE BAPTISTE: Understood.

1 PROCEEDINGS

2 DANI SMEJKAL: LBT again. I know you
3 mentioned having two classrooms under that same
4 roof at 25. Do all three levels need to be
5 offered at the same location, or can they be
6 spread out across physical locations of the same
7 contractor.

8 JULIA BREITMAN: We would prefer everything
9 is under the same roof for transition support,
10 supports services; however, we understand that,
11 especially when it comes to advance training, that
12 may not be feasible especially when you really get
13 into some very specialized occupational trainings.
14 We would prefer it is in the same borough.

15 DANI SMEJKAL: That would -- if you
16 subcontract out advance training, let's say you're
17 doing something that requires a clinical facility
18 for training and the subcontractors do not have
19 that, if it was in the same borough, you could use
20 your subcontractor's location?

21 JULIA BREITMAN: Yes.

22 DANI SMEJKAL: Let's say you you're not
23 subcontracting out, but you have multiple
24 locations in the same borough, could you
25 potentially do pre-HSE in one location, HSE in

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

another, and advance in another if it's all in the same borough?

JULIA BREITMAN: We'd like to keep all of the literacy instruction, pre-HSE, and HSE together.

DANI SMEJKAL: In the same house. Two other questions around eligibility. We understand this is opportunity. Beyond being 16 to 24, can they be under-employed? Is there a set of time you have to be out of school? What are the eligibility requires are there?

JULIA BREITMAN: As long as they're currently not in the school and not working.

DANI SMEJKAL: And finally, if you could help us around the staffing. So in the RFP it says it was recommended and required, but beyond that breakdown of four case managers, versus three managers and a navigator, it was uncertain about what staffing rules are actually required versus recommended.

Is there any clarity around that? Are you going to be required to use the staffing structure that's listed in the RFP?

JULIA BREITMAN: We were very intentional about the positions that are required, so if you

1 PROCEEDINGS

2 actually take a look, most of the positions that
3 are listed are required.

4 DANI SMEJKAL: They are? Oh.

5 JULIA BREITMAN: Yes.

6 DANI SMEJKAL: I did not see the word
7 required. We saw required or recommended, and
8 then we saw the asterisk.

9 JULIA BREITMAN: Case manager, we do give you
10 the option; however, the positions that are listed
11 are required positions.

12 DANI SMEJKAL: They are, okay. Then that
13 leads me to the case manager and navigator case-
14 load size that are written in the RFP. When you
15 do the math on it, it doesn't equal a 150.

16 JULIA BREITMAN: It actually does because
17 those case loads are per cohort not annually.

18 DANI SMEJKAL: Per cohort; not annually.
19 Thank you.

20 PARONEH SHIRGER: Hello. Good afternoon.
21 Paroneh Shirzer from YMCA in New York. We
22 currently run a literacy program in East New York,
23 Brooklyn. My question is about the literacy
24 element. I had a question, a few that were all
25 tied to the tape.

1 PROCEEDINGS

2 Since the proposal is moving to 11-12. We
3 don't want to get stuck in the past. I do have a
4 question about what do you intend to do about
5 grade equivalent levels. because 11-12, to the
6 best of my knowledge, doesn't include grade
7 equivalency levels.

8 So does DYCD create grade equivalency levels
9 for the providers to align to scales scores?
10 That's my first part.

11 RONG ZHANG: Well, the tape 11-12, my
12 understanding is it does have it. If not, we'll
13 work with the DRC, and we'll figure it out.

14 PARONEH SHIRGER: Currently, what they
15 released it seems they're only putting a range.
16 Scales scores goes here between 6 and 8, they're
17 not giving us 6.5 or --

18 RONG ZHANG: The specifics we will -- they'll
19 be training for those things.

20 PARONEH SHIRZER: And the other question
21 about the HSE level requirement for the
22 pre-HSE and HSE 9.0 levels. Just that the 11-12
23 seems like it's going to be much more challenging
24 for our students.

25 Has DYCD given consideration how that grade

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

equivalency level might actually push more students to pre-HSE versus HSE, and how are providers meant to respond to student needs versus contract-as-written?

RONG ZHANG: That's always the dilemma right. So even right now when we're using tape 9-10, you'll always have the situations where the test itself does not seem to determine that, and teachers want to give their input in placing opportunity. However, for uniformity and all that, we still want to stick to using the test to determine that.

PARONEH SHIRZER: I guess my recommendation would be that nine can't be too high as a scale score because students, as far as we've seen, using the 11-12 are achieving a lower score than what was anticipated.

My last question was about tape. Testing at 20 weeks and again at 10 weeks. I wasn't clear on where that falls on the calendar.

RONG ZHANG: You know, generally speaking, you would require -- you would recommend the test be administered as a cycle ends. However, it's a long time.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

We would encourage programs to access students continuously, so we recommend a midpoint check-in with students. So that's just for you to make sure that you know where students are and, as we mentioned, if students -- some students may be tested at a level where they are ready to move on.

If that's not an option now, here's where you become more creative to provide other internships or engage students. That way it prevents drop out and maintain --

PARONEH SHIRZER: My last question is about the calendar. So since we know this has taken a long process, the start date is now November, but the program model recommends January as a term. So are we running a short cohort?

ANDRE WHITE: So the contract start date is November first, and program services starts on February third.

GREGORY BRINDER: Good afternoon, Gregory Brinder from United Neighborhood House. I wanted to ask if DYCD would consider employment training, something like hospitality or luxury retail program?

JULIA BREITMAN: It does have to lead to an

1 PROCEEDINGS

2 industry accepted training. If we can approve
3 that this training leads to actually internships,
4 and jobs, and a field that's waiting for this
5 training, that's something we would accept, but it
6 doesn't have to be an official certificate program.

7 JOHN GORDEN: Hi, John Gorden from Friend of
8 Island Academy. So it says -- when it references
9 the populations to be served, it says "target
10 population," does that, again, mean required
11 population?

12 JULIA BREITMAN: Yes.

13 JOHN GORDEN: That's eligible. And in terms
14 of staffing -- one question, really, for subs is
15 the staffing requirement exactly the same
16 expectation as for the one of the piece of the
17 contract that is subbed out they should have the
18 same?

19 JULIA BREITMAN: Yeah. It would be or a
20 comparable position.

21 JOHN GORDEN: Just one little comment about
22 the HSEs. I think what will happen is you will
23 have people taking and passing the task before
24 they get in HSE level. That's going to happen.

25 JULIA BREITMAN: That would be amazing.

1 PROCEEDINGS

2 TOM MCKEE: Hi. My name is Tom Mckee for
3 Stanley Isaacs. I was wondering if someone could
4 talk about the internship component for the HSE
5 that would relate to the HSE class. Is there an
6 outcome in terms of a target, in terms of
7 participation in that --

8 JULIA BREITMAN: It's not optional.
9 Internships are a required part of HSE and advance
10 training.

11 TOM MCKEE: What is the percentage of
12 participants. I didn't see that. I thought we
13 had to offer that.

14 JENNY SYNN-CARSON: 70 percent of enrolled
15 participated will attend 70 percent of hours, that
16 includes internships.

17 MARJORIE GOLDSTEIN: Marjorie Goldstein with
18 the Geriatric Career Development Program. I'd
19 like to know does the advance training include
20 both the classroom training and hands-on
21 internship? Are they two components of the same?

22 JULIA BREITMAN: They're two parts of the
23 same component, so we don't prescribe the exact
24 number of training hours. It will vary by
25 training; however, 250 -- up to 250 internship

1 PROCEEDINGS

2 hours.

3 MARJORIE GOLDSTEIN: Do the participants get
4 paid for both classroom time and --

5 JULIA BREITMAN: Participants are not paid
6 for classroom time; however, they are paid for the
7 internship component at the prevailing minimum
8 wage.

9 MARJORIE GOLDSTEIN: Then I ask, does advance
10 internship program have to include the work
11 readiness?

12 JULIA BREITMAN: It should be a part of the
13 training.

14 MARJORIE GOLDSTEIN: And does it matter
15 whether that is part of the classroom or
16 internship or both?

17 JULIA BREITMAN: It should be in the
18 classroom. That will prepare young people for
19 their internship and ensure their success in that
20 internship.

21 And we're joined by Daphne Montanez.

22 MISHELL PATTERSON: LaGuardia Community
23 College Community College. Will providers we able
24 to purchase seats that are already existing like
25 UFM programs for either 25 or fewer than 25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

participates.

JULIA BREITMAN: So we will -- it's part of -- if you are not providing the training yourself, that would be a subcontract, and you can purchase seats; however, it should be one cohort. We can't have five seats and one seat there.

MARJORIE GOLDSTEIN: You cannot have fewer than that.

JULIA BREITMAN: Yeah.

ANTHONY MERCADO: Queens Public Library. Are undocumented youth eligible to participate?

JULIA BREITMAN: Unfortunately, we would not have a vehicle to actually pay them for stipends or work experience.

ANTHONY MERCADO: And I just want to confirm, we are encouraged, not required, to utilize M-W-B-E businesses?

JULIA BREITMAN: That's correct.

ANTHONY MERCADO: I want to build on something you said earlier. So is the subcontractor is required to have a similar or almost identical staffing model to the contractor.

JULIA BREITMAN: Yes.

ANTHONY MERCADO: So could the subcontractor

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

fulfill one of the required staff roles that the contractor is supposed to have?

JULIA BREITMAN: If they're fulfilling the role for that portion. You can subcontract any portion. You can subcontract a portion of a portion. It doesn't have to be the entire component.

So if you are subcontracting credential training, for example, then one of your instructors could be paid for that subcontract.

ANTHONY MERCADO: Question eight on page four, asks for information on positive findings for evaluation. Are we limited from findings from formal evaluations only.

JULIA BREITMAN: What would qualify for an informal?

ANTHONY MERCADO: Are we supposed to bring somebody in?

JULIA BREITMAN: No. If all you have are internal, if you have findings that is what we would expect. If there's a published study of your services, that's something you could refer to.

DANI SMEJKAL: Quick question. So we

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

understand that someone can repeat. Does that extend beyond one year?

JULIA BREITMAN: At this point, we didn't put any limitations for how many times. We do expect to do so later on, but, sort of to the point regard the new test, we really want this program to reflect how our young people are faring in it. At this time, there aren't any limitations.

DANI SMEJKAL: Next question. I understand the staffing listed in the RFP are required. Some of the lines, roles, had a correct report assigned to them. So, for example, let's say an agency was to partner subcontract with the Department of Education.

It's not necessarily feasible to think that a provider staff could supervise, formally supervise, a staff from let's say D-O-E. So are the direct reports to the positions listed, do they need to remain the same, or do providers have flexibility around who people report to?

JULIA BREITMAN: So if you're subcontracting as I mentioned, it would have to be comparable staffing. You as the lead provider, a lead provider, would be responsible for the

PROCEEDINGS

1 subcontracting.

2
3 So whoever the subcontractor is, or another
4 organization, the lead provider would need to have
5 comparable supervisory structure as well. It
6 would have to be comparable, and that is something
7 we would put under review.

8 DANI SMEJKAL: Two more questions. How much
9 flexibility is there when internships start next?
10 What if someone not deemed by staff as work-ready
11 before internships start?

12 JULIA BREITMAN: We stipulated three weeks,
13 and we actually discussed that is something that
14 may change, so you can look forward to another
15 amendment.

16 DANI SMEJKAL: And then finally, is there any
17 flexibility in over-enrolling? We understand
18 we're limited in how many people we can have in a
19 classroom, 25. Let's say if we wanted to do 40 in
20 two classrooms of 20 and only ten in second
21 cohort.

22 JULIA BREITMAN: Not at this time.

23 BRUCE CARMEL: Bruce Carmel, again. Stanley
24 Isaac. I'm sorry if people are getting tired of
25 me. I have a question on page H8 in the third

1 PROCEEDINGS

2 full paragraph. That I heard you say that if you're
3 going to propose different advance trainings, you
4 need to do a separate proposal for each?

5 JULIA BREITMAN: Yes.

6 BRUCE CARMEL: So it says the advance
7 training provider will provide one or more
8 occupational trainings, so when the program was
9 implemented -- you can -- I'm hearing people say
10 you're going to actually do one, is that so? And
11 it also says encouraged to propose more than one.
12 I get it, you'll pick which ones you'll get, so
13 you don't have IT in all six contracts.

14 JULIA BREITMAN: Right.

15 BRUCE CARMEL: More than one proposal?

16 JULIA BREITMAN: So let me get --

17 BRUCE CARMEL: Do you understand?

18 JULIA BREITMAN: Let me just make sure I
19 remember exactly the order of your questions,
20 Bruce. I think the first part where we more
21 than -- we encouraged you to propose more than one
22 occupational training because we do want a
23 diversity of trainings.

24 You will because of the range of cost of
25 those trainings, you will because of the way the

1 PROCEEDINGS

2 proposal is structured. I'm running out of words.
3 You will need to submit separate proposals.

4 BRUCE CARMEL: That means I have to do more
5 than one proposal.

6 JULIA BREITMAN: You will have to, yes. If
7 you would like to. You don't have to, if you
8 would like to only propose one.

9 If you have a really robust technology
10 training and medical training and that's something
11 you only want to propose that, you are not
12 required to propose more than one.

13 BRUCE CARMEL: So if I said I want to do IT
14 and culinary. Then probably what we would do is
15 basic literacy and HSE would be pretty much the
16 same and then it would branch.

17 JULIA BREITMAN: Exactly.

18 BRUCE CARMEL: In the advance training?

19 JULIA BREITMAN: Yes.

20 LOWELL HERSONBERGER: Hi, Lowell from Cypress
21 Hills. Just to restate again. One sector per
22 proposal?

23 JULIA BREITMAN: Yeah.

24 REBECCA ZUKAUSKY: Hi, Becky Zukausk. I
25 just wanted to clarify on the staffing structure

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

for the subcontractors. I know you are talking about it being comparable. I'm wondering about the case managers.

We want to make sure that are our participants are being served by the same people and having them have greater support systems. And as a subcontract, would we also have to have four case managers, or would we expect for the contractor to have the case managers come and follow up and do those kind of check-ins at the advance training piece or the internship piece of the HSE?

For example, my organizations, I oversee being able to provide internship services for both HSE and advance training. I'm wondering if that becomes, like, the case between contractor and subcontractor.

DAPHNE MONTANEZ: We really envision that there will be contractor that is the one managing the subcontractors. Following of the model and insuring that participants are really managed and trained. You know, that whole process is over seen by the lead.

REBECCA ZUKAUSKY: Thank you. That's really

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

helpful. Then what necessarily are the staffing requirements for the subcontractor?

DAPHNE MONTANEZ: So can you give me an example or a particular option?

REBECCA ZUKAUSKY: I guess, I'm wondering if the contractor can subcontract out an industry based training credential, that's really specialized, and they would not have that on staff. But I'm wondering can they also subcontract out an internship coordinator, and maybe not necessarily a contractor?

DAPHNE MONTANEZ: Yes.

KADY STOCKMAN: Hello, Kady Stockman from Cuny Creative Arts Team. On the point of the staffing requirements, it says that DYCD anticipates the integration of a facilitated learning community, providing technical assistance.

That is what my question is about. Is that something you are going into internally with DYCD, or if there's going to be an RFP for that, or how is that learning community going to be created?

DAPHNE MONTANEZ: Yes. We understand that this new model and literacy service and work force development services that there will be a great

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

need of technical assistance to ensure that we can operationalize this program and make it successful.

So DYCD will be working closely with our capacity building providers to start thinking about how we do we create this idea of a learning community with those that are awarded the contract.

And that work will begin right after the contracts start in November to allow enough time for planning prior to program services beginning in February. More to come.

JENNIFER SALADIS: Jennifer Saladis, Educated Data Systems Inc. I have one question about budget. Is profit allowed to be written into the budget? If so, what percentage of the total budget?

DAPHNE MONTANEZ: No.

LAURA SIEGAL: Good afternoon Laura Siegal from Fedcap. I have two quick questions. The serve-safe credential is not actually acknowledged in New York City. Will you accept the NYC Department of Health Food Protection Certification.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

DAPHNE MONTANEZ: I believe so. Yes, we would.

LAURA SIEGAL: And also clarity regarding staffing for the advance training component because I didn't see the occupational instructor listed in the required staffing for the work-readiness credential instructor?

JULIA BREITMAN: We didn't give an exact staffing structure in an occupational training. We understand it may vary.

Now, there are still requirements for the coordinator workforce and job developer for the advance training. In terms of the actual occupational training, we don't have a structure-specific staffing plan because it will vary, and that should be in the narrative for each training that you propose.

CAITLIN FURIO: Caitlin Furio from The Door. I have a few questions. First, on the staffing requirements. Do all staff roles have to be 100 percent of their time dedicated to this or use parts of their time for other youth or other parts of our organization?

DAPHNE MONTANEZ: Some. You'll have to

1 PROCEEDINGS

2 review RFP again. Some should be dedicating full
3 time, and others you may be able to leverage other
4 staff. It depends on the role.

5 CAITLIN FURIO: I realize that two of them
6 are allowed to be full-time equivalent. We've
7 also submitted an e-mail question about whether
8 staff could be in-kind, and we were told that
9 could be. Can you confirm that is the case?

10 DAPHNE MONTANEZ: Unfortunately, that
11 response was incorrect. They cannot be in-kind.

12 CAITLIN FURIO: So all of the staff have to
13 be supported by this contract.

14 JULIA BREITMAN: Yeah. If they are listed
15 they are required by this contract. In-kind staff
16 are allowed but they can only provide support.
17 They cannot be the primary responsible unless the
18 function says recommended and not required.

19 CAITLIN FURIO: And none of them are
20 recommended other than the navigator.

21 JULIA BREITMAN: Yeah.

22 DAPHNE MONTANEZ: And I wanted to state,
23 we'll send out an addendum to clarify that.

24 JULIA BREITMAN: My second set of questions
25 is about the advance training. First of all, on

1 PROCEEDINGS

2 page eight, you list some examples of training and
3 sectors that may qualify.

4 You reference culinary-food service that
5 could qualify, but you also list the serve-safe
6 certification as a basic certification that would
7 qualify for the HSE component.

8 I'm wondering whether that could be the
9 advance training, and if that's the case, and
10 serve-safe is not a advance certificate, then how
11 would we prove that it is an advance industry
12 approved training?

13 DAPHNE MONTANEZ: Right, so we want to make
14 sure there's a real distinction, and we see the
15 serve-safe as being a basic versus more of
16 advance-occupational training which could lead to
17 a certification, or, as part of the outcomes,
18 would lead to placement within that industry as
19 well, and is industry recognized and certified.

20 And there's also part of an entry level to a
21 pathway along those careers and industries.

22 CAITLIN FURIO: Okay. So if there isn't an
23 industry-standard certification that could come
24 out of it, but we could place youth at the
25 outcomes required in industry positions, then that

1 PROCEEDINGS

2 would qualify.

3 DAPHNE MONTANEZ: Perhaps. We would need to
4 see more around where you see the jobs, your
5 connection to those jobs, and the internships that
6 would be available within a training, as well.

7 So it all depends on the proposal.

8 CAITLIN FURIO: Okay. Thank you.

9 DAPHNE MONTANEZ: Sure.

10 OLGA PEREZ: Olga Perez, MVP Life Guards. We
11 are seeking to be able to subcontract the
12 life-guard training to youth. And that's
13 primarily our target. So my question would be is,
14 as far as the recruitment, is that students who
15 are provided to us?

16 DAPHNE MONTANEZ: Recruited by the providers.

17 ANTHONY MERCADO: Anthony Mercado, Queens
18 Public Library. Are grantees able to combine
19 multiple positions?

20 JENNY SYNN-CARSON: No. We were really
21 intentional in the staffing description. They
22 cannot be combined unless it wasn't something
23 expressly stated.

24 ANTHONY MERCADO: And then can grantees work
25 with subcontractors who enter into income sharing

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

agreements with advanced participants?

DAPHNE MONTANEZ: Can you expand a little bit?

ANTHONY MERCADO: Sure. In trying to seek out potential advance-training partners, we have encountered organizations that will get their participants work but will require them to give back a portion of their income.

DAPHNE MONTANEZ: No. I would advise against that spirit.

DANI SMEJKAL: Dani Smejkal, OBT, again. Can you help us better understand the six-hour-per-week of HSE prep, and what is best practice to demonstrate that is enough to get somebody to level that they can pass the task exam?

RONG ZHANG: As you know, this is a pretty comprehensive program. If you take a look at the total hours that students attend this program, it's six hours of literacy, math instruction, and then there's four hours of other digital literacy that actually complements the instruction. That's ten hours.

And then if you take a look there's an internship requirement of 250 hours. 250 hours

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

during the 20 weeks is another, you add it all up, it's almost 30 hours.

So it's a very comprehensive program.

Students have a lot of exposures, but we also want to build flexibility in there. We don't want to do the traditional instruction. There is four hours that complements that.

It could be one-on-one tutoring. It could be small-group instruction. That complements. If you put it all together, that's a lot.

DANI SMEJKAL: It's definitely a lot on participants. I think I know the answer to the second question. If you wanted to apply for programing in two different boroughs, you would need to apply to separate RFPs.

DAPHNE MONTANEZ: Yes.

DANI SMEJKAL: If in New York City the law is a student can't go take the task exam until the age of 19, if we are serving 17-24 year olds, because on the pre-HSE level, it may take them a while to sit for the task exam.

Does DYCD have any guidance on how to get students seats if they are 17-18 and you don't partner with D-O-E.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

RONG ZHANG: 19 is the eligible age; however, if you review State guidelines, there are exceptions. We can go down to 16, actually. You should review that and there are ways to do it?

DANI SMEJKAL: The most common one has to do with the graduating class. The most common one is their class that they would have graduated with, graduated a year ago. We get parents calling, asking around student's age requirement to sit for the task exam.

RONG ZHANG: You know, we will definitely make all of the policies around this available to you. I know you can, under the age of 19, can take the test.

JULIA BREITMAN: I wanted to add that the six-hour requirement, that's a minimum, so if the organization wanted to add to the six hours, you could.

JENNY SYNN-CARSON: Actually, feedback from the field that they wanted some flexibility on how they provided that additional support. If might be business writing in some work place project, so we wanted to be more flexible with those hours minimum.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

ELVIN AVILES: Cuny Preparatory School.
Could you talk about the reporting structure once
the program is underway for the students in the
cohorts?

JULIA BREITMAN: Can you elaborate. The
structure for staff?

ELVIN AVILAS: For the students: Progress,
performance, who we're reporting to, what's the
structure about reporting, on an annual basis?

JULIA BREITMAN: Do you mean evaluation of
student progress?

ELVIN AVILES: Yes. So actually, we are very
intentionally careful about how young people will be
evaluated from the very beginning. Once they
actually begin the cohort, they will be evaluated
at the ten-week mark and at the end of, and again
each component has different standards in
additional to case management.

Pre-HSE and HSE participants are required to
have a monthly check-in with their case manager,
and advance training participants are actually
required to have a bi-weekly check in because
those trainings will likely take place off site.

They'll be out at internships a lot more, so

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

we want to make sure that they're having regular check ins. Those are minimums. There is staff to assess any issues, and we really are looking at, kind of, a whole, per se, support system that this program needs. Does that answer?

ELVIN ALIVES: I think so.

SPEAKER: Community Center, again. This might have explained, but I didn't understand. If I have different sectors, you recommended we needed to submit a different proposal. Let's for argument sake say, I have one advance training that I'm offering for assistant training, and I have another where they can get a certificate in accounting.

So if I submit two proposals, aren't I competing against myself. Against these two?

JULIA BREITMAN: No, because we will be evaluating all of proposals. They're not compared to each other. We are looking for diversity of trainings. We don't want to end up with all in certifying nursing.

UNIDENTIFIED SPEAKER: Hi, Cypress Hills again. Driver's license, the traditional driver's license would that count as a mid-level certification and if the

1 PROCEEDINGS

2 commercial driver's license is the advance
3 training?

4 Commercial driver's license is listed as one
5 of the potential advance training, so I'm wondering if
6 the regular driver's license could that work as the
7 occupational training?

8 DAPHNE MONTANEZ: Potentially, I think we
9 would need to review that a bit more and also see
10 it in the context of it being a gateway to the SDL
11 training?

12 UNIDENTIFIED SPEAKER: It's a point of advocacy
13 because it has a lot of employability than some of the
14 certs lisBEted there. A lot of jobs require that, so
15 great that you are thinking about that.

16 Second question, I didn't see a lot about I
17 recruitment and serving under certain
18 neighborhoods. I'm curious what, I don't recall
19 any of the required positions being recruitment or
20 outreach.

21 I'm curious how you would evaluate a
22 subcontract group who's role is to serve, to reach
23 into the neighborhoods. Seeing how's there are
24 only six citywide, under six roofs, what about
25 having a subcontract do that recruitment piece?

1 PROCEEDINGS

2 DAPHNE MONTANEZ: So if you look at the
3 staffing plan, you'll see a role for
4 administrative data specialist. Part of their
5 role would be in assisting in and really helping
6 within those efforts. That is a required
7 function.

8 SPEAKER: A subcontractor could potentially do
9 that?

10 DAPHNE MONTANEZ: Potentially.

11 UNIDENTITIED SPEAKER: I mean, you would want
12 someone in admin at the lead?

13 DAPHNE MONTANEZ: Absolutely, if they're
14 going to be recruiting for all these options.

15 SARAH CHAPMAN: Sarah Chapman with Mimic. If
16 we meet the minimum threshold are we able to use
17 someone in-kind on top of that. Specifically, can
18 we host an MSW intern that carries a case load?

19 DAPHNE MONTANEZ: On top?

20 SARAH CHAPMAN: Yes.

21 DAPHNE MONTANEZ: Yes.

22 SARAH CHAPMAN: My question is can you talk
23 about, bit more in depth, on how the stipends
24 will be paid?

25 DAPHNE MONTANEZ: So stipends will be paid

1 PROCEEDINGS

2 based on attendance which will be captured within
3 the YSPS system, and they're really going to be
4 paid to encourage participation and regular
5 attendance. You would be eligible for the stipend
6 of 150, and that will be paid on weekly basis.

7 SARAH CHAPMAN: It's all or nothing. You
8 have to hit 70 percent to get anything.

9 ANTHONY MERCADO: And just following up on
10 that -- Queens Public Library. And just following
11 up on that, the DYCD payroll vender will be
12 distributing those directly to the participants?

13 DAPHNE MONTANEZ: Yes.

14 ANTHONY MERCADO: I want to touch on
15 something you said earlier. You said you would
16 prefer that all of services are offered under the
17 same roof. For an organization like us, who
18 serves the whole borough, it's disadvantageous for
19 us to do that.

20 So I guess my question is if we're offering
21 these services in different locations, is that, I
22 suppose, is that going to take away from our
23 viability as a an applicant?

24 DAPHNE MONTANEZ: Going back to the spirit of
25 that idea of keeping it all under one roof, it's

1 PROCEEDINGS

2 really about continuity. If you are able, within
3 your proposal, to demonstrate how you're going to
4 ensure continuity in terms of staffing, case
5 management, key members of staff who will be
6 supporting the young people, then that's something
7 we'll certainly look to as we evaluate.

8 Again, that's really the true spirit around
9 wanting to keep things under one roof, making
10 transitions a lot easier as they go from one
11 option to the other.

12 DUANE BAPTISTE: I had one more question in
13 mind as we were talking about this. I noticed
14 that you -- that each borough we wanted to make a
15 proposal for, we'll would submit an RFP on. Is
16 there a limit to how many boroughs we can put a
17 RFP for?

18 JULIA BREITMAN: No.

19 DUANE BAPTISTE: That's a no. I see where
20 you're coming from. My other two questions -- so
21 are there estimated funding allocations by borough
22 available?

23 JULIA BREITMAN: No. This is citywide
24 competition.

25 DUANE BAPTISTE: My last two questions:

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

Would you happen to have any information regarding the demographic of the people we will be serving other than the fact that it has to be 16 to 24, and not in school, and not working?

DAPHNE MONTANEZ: There is language where we talk about population. We want to make sure we're reaching the most vulnerable. Those young people who may have a disabilities, for instance. We want to ensure, with this program, we understand that the target population.

It's page ten. So it's on page ten, D, Target Population. Within here you'll see that we encourage providers to recruit vulnerable populations, such as, foster care, homeless, and LGBT youth as well.

DUANE BAPTISTE: Okay. And my final question. How and when will responses to submitted questions be answered, and will questioned be answered as that are received?

ROBERT FRENZEL: So the questions received are answered as soon as possible, and we're obligated to answer them until about a week before the proposals are due on June 19th.

PARVONEH SHIRZER: YMCA, again, I had a

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

question about that vulnerable youth demographics for the contract. Given that a lot of those vulnerable youths -- we already heard undocumented youth would not be eligible.

My question is how DYCD hopes to marry serving immigrant youths while being unable to serve undocumented youth. I propose -- has DYCD considered, that agencies create incentives internally and include that in our proposals, so that we can serve those youths who really, really need these services.

JULIA BREITMAN: At this time, we still can't serve undocumented youth through this model, but I assure you that this is an issue that the entire city is grappling with. We hope to come up with a solution across all of our Workforce Programs.

If such a solution, we can come up with one, then we would love to amend the RFP.

PARVONEH SHIRZER: Likewise, I was wondering if some youth might actually be eligible but don't yet have documents in hand. For example: It's described "runaway, homeless youth." A lot of them are not holding their documents.

A lot of them have lost their documents.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

Family members have their documents and are no longer in touch with them, etc. Could we enroll those youths and include in our proposals some element to make sure that we, within a certain time frame, are able to document that they are eligible for the program?

JULIA BREITMAN: That's really what time recruitment period is for. We would encourage and require you to work with young people to restore any documentation that is lost.

PARVONEH SHIRZER: Thank you.

BETSY VINCENT: Hi, Betsy Vincent with the Osborne Association. I'm wondering if there's a maximum indirect cost rate that we can include in the budget or that we can include.

JULIA BREITMAN: Ten percent; the city standard.

CAITLIN FURIO: Caitlin Furio from The Door again. Just looking for a little bit of clarification on advance training. As we've been, kind of, doing research into the examples you listed in the RFP such as certify nurse assistant, EMT, IT, some of these industries.

A lot of the broadly accepted trainings in

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

the city required more than 20 weeks or 20 weeks full-time. We were wondering, how you were envisioning fitting training that are built in that way into this 20-week cohort, or whether you would allow us to propose a slightly longer cohort for the advance-training program, or what you were envisioning? If you have any examples of training that do fit in 20 weeks?

JULIA BREITMAN: So we were very intentional about this model, and we acknowledge that it may not be what's readily available off-the-shelf.

If you have a training that doesn't quite fit in the parameters that we outlined, but you feel very strongly about this training, and you can demonstrate to us that you have connections to that field, its employer, accepted and informed training, and it doesn't vary -- it's not a two year training but a 22-week training, that's something we would consider.

CAITLIN FURIO: Thank you.

DANI SMEJKAL: Hi, Dani, again. Two more questions. Number one, will the City be assisting providers with supporting partnership creation or development?

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

JULIA BREITMAN: No, not formally, but you are free to make all the partnerships you want.

DANI SMEJKAL: Number two, I'm still a little confused on the case manager/navigator case-load ratio. We understand the research behind the smaller case loads.

We agree with that 100 percent; however, let's say in case that it is 150 unique individuals, in theory, it could be, right. So that dramatically changes the case-load size. Is it 1 per 20, or 25 per each cohort?

JULIA BREITMAN: Yes.

DANI SMEJKAL: Thank you.

GREGORY BENDER: Gregory from United Neighborhood Housing. Will the city consider expanding the number of youth being served in the second year of this program?

DAPHNE MONTANEZ: So thank you for your question. As you know, this is different model completely from YLP or YIP. This is model that is much more robust, and something we want to test for the first year. This is also quite innovative, and I think, at this scale, we'll learn a great deal working closely with the

1 PROCEEDINGS

2 awarded contractors within a year.

3 Then we'll see what makes sense in terms of
4 scaling. We feel this is the right number for
5 this year.

6 GREGORY BENDER: The city counsel's budget
7 response calls for (inaudible) that can support a
8 program like this. (inaudible.)

9 GREGORY BENDER: Those discussions are above
10 our pay grade here. So I don't think this is the
11 forum to talk about additional funding.

12 UNIDENTIFIED SPEAKER: I have a question. This
13 proposal focuses a lot on high school diploma. We
14 mainly serve people with mental developmental
15 disabilities who don't have a high school diploma
16 and can't obtain the credential.

17 Will there be a reasonable recommendation for
18 persons with development disabilities to
19 participate? Like, for example, the reading
20 requirement is waved?

21 JENNY SYNN-CARSON: So do you mean below a
22 4th grade level?

23 SPEAKER 3: They have to have a high school
24 diploma or have an HSE?

25 JENNY SYNN-CARSON: Not in this model.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

PROCEEDINGS

KEITH BUNCH: Any more questions? Please remember the proposal date is June 26th, 2019, 2:00 p.m. In the HSE accelerator system. The addendum to this RFP would be released in HSE system.

The addendum will be released. Therefore, you want to make sure the information you download in the RFP is correct, such as, e-mail address so that you will receive notification when the addendum is released.

(The presentation concludes.)

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

PROCEEDINGS

C E R T I F I C A T I O N

I, Natalie Vaccarezza, a Notary Public of the
State of New York, do hereby certify:

That the foregoing is a true and accurate
transcript of my stenographic notes.

IN WITNESS WHEREOF, I have hereunto set my
hand this 20th day of May, 2019.

Natalie Vaccarezza

Natalie Vaccarezza.

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

A		
a.m (1) 14:24	agency (6) 2:3,18 3:7 4:4 13:25 37:13	audience (1) 6:10
able (11) 12:21 21:3,7 34:23 41:15 45:3 47:11,18 54:16 56:2 59:6	agenda (1) 3:9	Auditorium (1) 1:14
Absolutely (1) 54:13	aggregate (1) 12:18	available (4) 47:6 50:13 56:22 60:12
Academy (1) 32:8	ago (1) 50:9	AVILAS (1) 51:8
Accelerated (1) 4:24	agree (1) 61:8	AVILES (2) 51:2,13
accelerator (7) 5:3,10,20,22,25 6:5 63:4	agreement (1) 24:4	award (3) 5:9 12:22 13:2
accept (3) 16:5 32:5 43:23	agreements (1) 48:2	awarded (5) 16:25 17:3 24:3 43:8 62:2
acceptable (1) 12:23	align (3) 10:4 19:4 29:9	B
accepted (4) 5:8 32:2 59:25 60:17	ALIVES (1) 52:7	back (5) 14:5,8 21:21 48:9 55:24
accepting (1) 4:25	alleviate (1) 4:13	Baptiste (8) 24:16,17 25:8,25 56:12,19,25 57:17
access (1) 31:2	allocations (1) 56:21	based (4) 4:13 9:13 42:8 55:2
accounting (1) 52:15	allow (2) 43:11 60:6	basic (6) 7:15,20 8:25 40:15 46:6 46:15
accurate (1) 64:7	allowed (10) 10:25 14:18 15:6 20:11,12,15 23:7 43:16 45:6,16	basis (3) 18:2 51:10 55:6
achieving (1) 30:17	allows (1) 10:9	Becky (1) 40:24
acknowledge (1) 60:11	amazing (1) 32:25	beginning (3) 21:18 43:12 51:15
acknowledged (1) 43:22	amend (1) 58:19	behalf (3) 3:2 24:17,18
actual (1) 44:14	amendment (1) 38:15	believe (1) 44:2
add (3) 49:2 50:16,18	ample (1) 10:9	BENDER (3) 61:15 62:6,9
addendum (6) 10:23 20:14 45:23 63:5,7,11	Andre (3) 2:19 3:22 31:17	benefits (1) 12:19
addition (1) 13:3	annual (3) 17:9 18:2 51:10	best (4) 20:18 21:10 29:6 48:14
additional (11) 5:14 6:10 7:7 8:13 8:24 13:2 17:7 25:9 50:22 51:19 62:11	annual-overall (1) 17:10	Betsy (2) 59:13,13
Additionally (1) 15:16	annually (3) 18:4 28:17,18	better (2) 18:9 48:13
address (2) 9:6 63:9	answer (3) 49:13 52:6 57:23	beyond (3) 27:8,16 37:3
addresses (1) 7:18	answered (3) 57:19,20,22	bi-weekly (1) 51:23
admin (1) 54:12	Anthony (16) 17:4,4 23:9 24:13 35:11,16,20,25 36:12,18 47:17 47:17,24 48:5 55:9,14	bit (5) 11:20 48:4 53:9 54:23 59:20
administered (2) 11:14 30:24	anticipated (3) 5:11 24:25 30:18	borough (7) 26:14,19,24 27:3 55:18 56:14,21
Administration (1) 11:15	anticipates (1) 42:17	boroughs (2) 49:15 56:16
administrative (1) 54:4	anybody (1) 17:21	branch (1) 40:16
adult (2) 6:21,22	applicable (2) 9:15 12:18	breakdown (1) 27:17
advance (49) 1:3 2:6 3:19 6:19 7:6 7:10,12,15,24 8:2 10:7 13:13 14:18,21 15:6,8,11 16:11 17:6,8 17:10,14 18:13,15 19:8 25:11,14 26:11,16 27:2 33:9,19 34:9 39:3 39:6 40:18 41:12,16 44:5,14 45:25 46:9,10,11 51:22 52:12 53:2,5 59:21	applicant (1) 55:23	breaking (1) 21:12
advance-occupational (1) 46:16	apply (2) 49:14,16	Breitman (74) 2:7 3:20 15:9,25 16:24 17:12,25 18:5,7,20 19:10 19:19 20:2,13 21:9 22:24 23:5,23 24:15 25:5,18 26:8,21 27:4,12,24 28:5,9,16 31:25 32:12,19,25 33:8 33:22 34:5,12,17 35:3,10,13,19 35:24 36:4,16,20 37:4,22 38:12 38:22 39:5,14,16,18 40:6,17,19 40:23 44:9 45:14,21,24 50:16 51:6,11 52:18 56:18,23 58:13 59:8,17 60:10 61:2,13
advance-training (3) 14:11 48:6 60:7	appropriate (1) 19:22	Bridge (7) 14:14,15,16,18 15:5 16:8,9
advanced (4) 9:16,24 10:5 48:2	approve (1) 32:2	briefly (2) 11:11 18:23
advancement (2) 3:6 9:20	approved (2) 6:2 46:12	Brinder (2) 31:20,21
advances (1) 19:17	April (1) 5:12	bring (2) 6:16 36:18
adverse (1) 12:9	argument (1) 52:12	broadly (1) 59:25
advise (1) 48:10	Arts (1) 42:15	Brooklyn (1) 28:23
advised (2) 11:21 12:5	asked (3) 13:14 22:2,18	Bruce (18) 14:4,6 15:9,22 20:8,8 20:16 22:17,25 38:23,23 39:6,15 39:17,20 40:4,13,18
advocacy (1) 53:12	asking (1) 50:10	budget (9) 10:19 18:19 23:15
afternoon (4) 24:16 28:20 31:20 43:20	asks (1) 36:13	
age (4) 49:20 50:2,10,14	assess (1) 52:4	
agencies (2) 5:24 58:9	assets (1) 4:19	
	assigned (1) 37:12	
	assistance (4) 11:9,13 42:18 43:2	
	assistant (7) 2:3,11,13 3:7,24 52:13 59:23	
	assisting (2) 54:5 60:23	
	Association (1) 59:14	
	assumption (1) 23:19	
	assure (1) 58:15	
	asterisk (1) 28:8	
	attainment (1) 23:6	
	attend (2) 33:15 48:19	
	attendance (3) 13:7 55:2,5	

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

<p>25:19 43:16,17,18 59:16 62:6 build (2) 35:20 49:6 building (3) 7:14 8:19 43:6 built (1) 60:4 Bunch (5) 2:2 3:2,7 11:7 63:2 business (2) 11:16 50:23 businesses (1) 35:18</p> <hr/> <p align="center">C</p> <hr/> <p>C (2) 64:3,3 Caitlin (10) 44:19,19 45:5,12,19 46:22 47:8 59:19,19 60:21 calendar (2) 30:21 31:13 calling (1) 50:9 calls (2) 10:8 62:7 Cantelmi (2) 2:17 4:4 capacity (1) 43:6 captured (1) 55:2 cards (1) 7:21 care (1) 57:15 career (7) 7:17 8:10,14 9:19 11:3 14:16 33:18 career-awareness (1) 8:13 careers (1) 46:21 careful (1) 51:14 Carmel (16) 14:4,6 15:22 20:8,8,16 22:17,25 38:23,23 39:6,15,17 40:4,13,18 carries (1) 54:18 case (19) 6:10 21:23 27:17 28:9,13 28:17 41:4,9,10,17 45:9 46:9 51:19,21 54:18 56:4 61:5,7,9 case- (1) 28:13 case-load (2) 61:5,11 cause (1) 12:11 center (3) 10:6 14:7 52:8 certain (2) 53:17 59:5 certainly (1) 56:7 certificate (3) 32:6 46:10 52:14 certification (6) 43:25 46:6,6,17,23 52:25 certified (3) 10:5 13:5 46:19 certify (2) 59:23 64:6 certifying (1) 52:22 certs (1) 53:14 challenging (2) 20:24 29:23 chance (1) 14:6 change (1) 38:14 changes (1) 61:11 Chapman (5) 54:15,15,20,22 55:7 charities (1) 12:8 check (2) 51:23 52:3 check-in (2) 31:4 51:21 check-ins (1) 41:11 Chief (4) 2:3,18 3:7 4:5 choose (1) 15:13 city (10) 1:1 4:11 43:23 49:18 58:16 59:17 60:2,23 61:16 62:6</p>	<p>City's (1) 10:22 citywide (2) 53:24 56:23 clarification (2) 25:9 59:21 clarify (4) 22:18 24:23 40:25 45:23 clarity (2) 27:21 44:4 class (3) 33:5 50:7,8 classroom (9) 11:5 17:19 20:4 33:20 34:4,6,15,18 38:19 classrooms (4) 20:3,5 26:3 38:20 clear (1) 30:20 clearly (1) 13:12 clinical (1) 26:17 closely (2) 43:5 61:25 cohort (19) 16:20 17:2,13 19:5,17 19:25 21:11,14 25:3,22 28:17,18 31:16 35:6 38:21 51:16 60:5,6 61:12 cohorts (5) 16:19,20 21:12 23:3 51:5 coincides (1) 15:19 collaborating (1) 4:18 college (4) 7:17 8:14 34:23,23 combine (1) 47:18 combined (1) 47:22 come (9) 10:19 21:13 22:6,19 41:10 43:13 46:23 58:16,18 comes (3) 20:20 22:3 26:11 coming (2) 24:18 56:20 comment (1) 32:21 commercial (3) 12:16 53:2,4 Commission (1) 3:22 commissioner (5) 2:11,13,20 3:2 3:25 commitment (2) 11:13 22:2 common (2) 50:6,7 communities (1) 4:15 community (13) 1:2,13 3:4 4:11,12 4:20 7:3 34:22,23 42:18,22 43:8 52:8 comparable (5) 32:20 37:23 38:5,6 41:3 compared (1) 52:19 compatible (1) 16:3 compensation (1) 12:19 competing (1) 52:17 competition (1) 56:24 competitive-contract (1) 5:23 complement (2) 10:16 16:13 complements (4) 16:7 48:22 49:8 49:10 complete (1) 10:11 completely (1) 61:21 completes (2) 18:24 19:3 compliance (1) 11:19 component (17) 8:6 9:16 10:9 11:2 15:21 16:6 17:2,16 19:23 25:6 33:4,23 34:7 36:8 44:5 46:7 51:18</p>	<p>components (6) 7:25 8:2 10:18 19:20 25:4 33:21 comprehensive (5) 7:5,11 8:19 48:18 49:4 comprise (1) 8:11 comprised (2) 7:24 8:21 concludes (1) 63:12 conference (5) 1:5 3:5 4:7 5:15 6:12 confirm (2) 35:16 45:9 conflict (1) 19:8 confused (3) 14:20 20:9 61:5 conjunction (1) 8:18 Connect (2) 2:11 3:23 connection (1) 47:5 connections (1) 60:16 consider (3) 31:22 60:20 61:16 consideration (5) 10:24 20:16 21:10 22:14 29:25 considered (1) 58:9 considering (1) 23:17 construction (1) 21:20 contained (1) 25:11 content (1) 9:18 context (1) 53:10 continue (2) 19:20 22:10 continued (1) 11:3 continuing (1) 18:24 continuity (2) 56:2,4 continuously (1) 31:3 continuum (2) 7:11 8:3 contract (12) 5:11 12:2,23 13:2 17:23 25:2 31:17 32:17 43:9 45:13,15 58:3 contract-as-written (1) 30:5 Contracting (3) 2:3,18 3:8 contractor (12) 4:5 12:14 17:25 23:12 26:7 35:23 36:3 41:10,17 41:20 42:7,12 contractors (3) 12:6,25 62:2 contracts (3) 17:2 39:13 43:11 coordinated-career (1) 7:7 coordinator (2) 42:11 44:13 copies (1) 4:25 correct (3) 35:19 37:12 63:9 cost (7) 17:8,10,11,11 23:15 39:24 59:15 costs (1) 9:23 counsel's (1) 62:6 count (1) 52:25 couple (2) 14:4 23:10 coverage (1) 12:24 covering (1) 10:12 create (3) 29:8 43:7 58:9 created (1) 42:22 creation (1) 60:24 creative (2) 31:9 42:15 credential (6) 11:4 36:9 42:8 43:22</p>
---	--	--

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

44:8 62:16
credentialed (1) 9:2
credentials (3) 7:15 9:15,18
culinary (1) 40:14
culinary-food (1) 46:4
Cuny (2) 42:15 51:2
curious (2) 53:18,21
current (1) 12:8
currently (3) 27:12 28:22 29:14
cycle (1) 30:24
Cypress (2) 40:20 52:23

D

D (1) 57:12
D-O-E (2) 37:18 49:25
Dana (2) 2:17 4:4
Dani (25) 18:8,8,22 26:2,15,22
 27:6,14 28:4,6,12,18 36:25 37:10
 38:8,16 48:12,12 49:12,18 50:6
 60:22,22 61:4,14
Daphne (29) 2:10 34:21 41:19 42:4
 42:13,23 43:19 44:2,25 45:10,22
 46:13 47:3,9,16 48:3,10 49:17
 53:8 54:2,10,13,19,21,25 55:13
 55:24 57:6 61:19
data (2) 43:15 54:4
date (7) 4:22 5:6,8 6:6 31:14,17
 63:3
dates (1) 4:8
day (1) 64:10
days (2) 15:23,24
deadline (1) 5:5
deal (1) 61:25
decide (1) 19:21
dedicated (2) 8:22 44:22
dedicating (2) 8:12 45:2
deemed (1) 38:10
definitely (2) 49:12 50:12
DEHLER (1) 16:15
delays (1) 12:12
demographic (1) 57:3
demographics (1) 58:2
demonstrate (3) 48:15 56:3 60:16
department (8) 1:2,12 3:4 24:21
 24:22,23 37:14 43:24
depending (1) 9:24
depends (2) 45:4 47:7
depth (1) 54:23
Deputy (4) 2:3,20 3:7,22
described (1) 58:23
description (1) 47:21
detailed (1) 23:15
determination (1) 12:4
determine (3) 18:2 30:9,13
determined (1) 12:6
develop (1) 4:20
developer (1) 44:13
development (9) 1:2,13 2:16 4:3

4:12 33:18 42:25 60:25 62:18
Development's (1) 3:5
developmental (1) 62:14
different (8) 16:19 39:3 49:15
 51:18 52:10,11 55:21 61:20
digital (1) 48:21
dilemma (1) 30:6
diploma (3) 62:13,15,24
diplomas (1) 8:4
direct (1) 37:19
directly (2) 23:20 55:12
director (7) 2:6,8,16 3:19,20 4:3
 24:19
disabilities (3) 57:9 62:15,18
disability (1) 12:19
disadvantageous (1) 55:18
disbursing (1) 23:21
discussed (1) 38:13
discussions (1) 62:9
distinction (1) 46:14
distributing (1) 55:12
diversity (2) 39:23 52:20
document (1) 59:6
documentation (1) 59:11
documents (6) 5:25 12:13 58:22
 58:24,25 59:2
doing (5) 15:2,7 18:18 26:17 59:22
dollars (1) 17:6
Door (2) 44:19 59:19
download (1) 63:8
dramatically (1) 61:11
DRC (1) 29:13
driver's (5) 52:24,24 53:2,4,6
drop (1) 31:11
drop-in (1) 22:8
dropping (1) 21:24
Duane (8) 24:16,17 25:8,25 56:12
 56:19,25 57:17
due (4) 4:22 5:6 6:5 57:24
DYCD (23) 4:10,16,24 5:16 10:14
 10:23 12:21,24 13:4,7 18:16
 23:19 24:5 29:8,25 31:22 42:16
 42:20 43:5 49:23 55:11 58:6,9

E

E (1) 64:3
e-mail (3) 5:15 45:7 63:9
earlier (2) 35:21 55:15
Earn (10) 1:3 2:6 3:19 6:19 7:10,24
 10:8 13:14 19:8,9
easier (1) 56:10
East (1) 28:22
Educated (1) 43:14
Education (1) 37:15
effects (1) 4:14
efforts (1) 54:6
eight (2) 36:12 46:2
either (2) 24:15 34:25

elaborate (1) 51:6
element (3) 16:10 28:24 59:5
elements (1) 16:8
eligibility (2) 27:7,11
eligible (8) 6:2 32:13 35:12 50:2
 55:5 58:5,21 59:7
Elizabeth (4) 19:14,14,24 20:7
ELVIN (4) 51:2,8,13 52:7
emails (1) 6:8
employability (1) 53:13
employer (2) 9:17 60:17
employer's (1) 12:20
employment (3) 2:8 3:21 31:22
EMT (1) 59:24
encountered (1) 48:7
encourage (5) 21:16 31:2 55:4
 57:14 59:9
encouraged (4) 11:3 35:17 39:11
 39:21
encourages (2) 10:14 13:4
ends (2) 13:17 30:24
engage (1) 31:10
engaged (1) 22:10
engagement (1) 6:24
enroll (3) 21:17 22:7 59:3
enrolled (2) 21:22 33:14
enrollees (1) 16:17
enrollment (3) 20:18,19 21:19
ensure (8) 5:17 12:9 18:16 21:24
 34:19 43:2 56:4 57:10
enter (3) 11:24 23:13 47:25
entire (3) 16:25 36:7 58:15
entirely (1) 16:21
entry (1) 46:20
envisioning (3) 17:13 60:4,8
EPIN (1) 1:4
equal (1) 28:15
equivalency (3) 29:7,8 30:2
equivalent (3) 8:5 29:5 45:6
especially (2) 26:11,12
essential (1) 14:16
estimated (1) 56:21
evaluate (4) 19:21 22:10 53:21
 56:7
evaluated (2) 51:15,16
evaluating (1) 52:19
evaluation (2) 36:14 51:11
evaluations (1) 36:15
evolvment (1) 20:23
exact (2) 33:23 44:9
exactly (3) 32:15 39:19 40:17
exam (5) 19:11 48:16 49:19,22
 50:11
example (8) 10:5 25:13 36:10
 37:13 41:14 42:5 58:22 62:19
examples (3) 46:2 59:22 60:8
exceeded (1) 25:19
exceeds (1) 25:15

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

<p>exceptions (1) 50:4 existing (1) 34:24 expand (1) 48:3 expanding (1) 61:17 expect (5) 15:24 24:3 36:22 37:5 41:9 expectation (1) 32:16 expectations (3) 3:12 18:12 23:6 experience (3) 16:7 21:7 35:15 experiences (2) 7:20 9:22 experiential (1) 8:18 explain (2) 15:22 16:5 explained (1) 52:9 explains (1) 16:18 explicit (1) 14:15 exploration (3) 7:17 8:14 11:4 exposures (1) 49:5 expressly (1) 47:23 extend (1) 37:3 extensive (1) 6:21</p> <hr/> <p align="center">F</p> <hr/> <p>F (1) 64:3 facilitated (1) 42:17 facility (1) 26:17 fact (1) 57:4 fading (1) 3:6 fall (1) 22:8 falls (1) 30:21 Family (1) 59:2 FAQ (1) 11:16 far (3) 21:21 30:16 47:14 faring (1) 37:8 feasible (2) 26:12 37:16 features (1) 3:14 February (2) 31:19 43:13 Fedcap (1) 43:21 feedback (5) 6:23 7:3,19 10:7 50:20 feel (2) 60:14 62:4 fewer (2) 34:25 35:8 field (5) 6:20 21:11 32:4 50:21 60:17 figure (2) 17:9 29:13 fill (1) 25:2 final (1) 57:17 finally (2) 27:14 38:16 find (2) 16:10 22:12 findings (3) 36:13,14,21 first (15) 3:18 4:10 5:21 11:8 12:16 14:10 15:10 18:11 21:19 29:10 31:18 39:20 44:20 45:25 61:23 fit (4) 14:19 15:7 60:9,13 fits (1) 15:4 fitting (1) 60:4 five (2) 15:23 35:7 fixed (1) 20:19 flexibility (5) 37:21 38:9,17 49:6</p>	<p>50:21 flexible (3) 7:5 9:6 50:24 Floor (1) 1:13 flourish (1) 4:15 focused (1) 7:21 focuses (1) 62:13 follow (2) 17:22 41:11 Followed (1) 3:11 following (4) 24:23 41:21 55:9,10 food (3) 7:21 9:3 43:24 for-profit (1) 24:14 force (1) 42:24 foregoing (1) 64:7 formal (1) 36:15 formally (2) 37:17 61:2 Formed (1) 6:20 forum (1) 62:11 forward (1) 38:14 foster (1) 57:15 found (1) 21:10 four (5) 27:17 36:13 41:9 48:21 49:7 frame (1) 59:6 free (1) 61:3 Frenzel (2) 4:2 57:21 FRENZEL-BERRA (1) 2:15 Friend (1) 32:7 front (2) 13:23,23 fulfill (2) 22:25 36:2 fulfilling (1) 36:4 full (3) 10:15 39:2 45:2 full-time (2) 45:6 60:3 function (3) 24:10 45:18 54:7 funding (2) 56:21 62:11 funds (1) 7:8 Furio (10) 44:19,19 45:5,12,19 46:22 47:8 59:19,19 60:21 further (1) 10:24</p> <hr/> <p align="center">G</p> <hr/> <p>gang (1) 20:23 gateway (1) 53:10 general (1) 4:9 generally (1) 30:22 Geriatric (1) 33:18 getting (2) 15:20 38:24 give (5) 28:9 30:10 42:4 44:9 48:8 given (3) 24:12 29:25 58:3 giving (1) 29:17 go (15) 4:8,10,21 5:19 6:17 11:7,11 14:5,8,23 18:18 21:6 49:19 50:4 56:10 goals (2) 19:4 24:21 goes (1) 29:16 going (24) 6:9,17 13:9 14:5 19:7,8 20:17,21 22:21 24:8 25:22 27:22 29:23 32:24 39:3,10 42:20,21,22 54:14 55:3,22,24 56:3</p>	<p>Goldstein (6) 33:17,17 34:3,9,14 35:8 Good (5) 19:15 24:16 28:20 31:20 43:20 Gorden (4) 32:7,7,13,21 grade (7) 22:20 29:5,6,8,25 62:10 62:22 grade-level (1) 23:6 gradual (1) 23:6 graduated (2) 50:8,9 graduating (1) 50:7 grantee (1) 23:20 grantees (2) 47:18,24 grappling (1) 58:16 great (4) 20:24 42:25 53:15 61:25 greater (1) 41:7 Gregory (6) 31:20,20 61:15,15 62:6,9 group (1) 53:22 grow (1) 4:20 Guards (1) 47:10 guess (3) 30:14 42:6 55:20 guidance (1) 49:23 guidelines (1) 50:3</p> <hr/> <p align="center">H</p> <hr/> <p>H8 (1) 38:25 hand (2) 58:22 64:10 Handler (1) 9:4 handout (1) 11:10 hands-on (4) 8:21 9:21 15:20 33:20 happen (3) 32:22,24 57:2 happening (1) 24:11 happens (2) 25:12,20 happy (1) 17:20 hard (1) 4:25 Health (1) 43:24 heard (2) 39:2 58:4 hearing (1) 39:9 held (1) 1:12 Hello (3) 17:18 28:20 42:14 help (4) 4:20 6:7 27:14 48:13 help@mox.nyc.gov (1) 6:8 helpful (1) 42:2 helping (1) 54:5 hereunto (1) 64:9 HERSONBERGER (1) 40:20 HHS (7) 4:24 5:3,20,22,22,25 6:5 Hi (12) 16:15 17:4 18:8 19:14 20:8 32:7 33:2 40:20,24 52:23 59:13 60:22 high (5) 8:4 30:15 62:13,15,23 Hills (2) 40:21 52:23 hiring (1) 11:13 hiring-commitment (1) 11:9 hit (1) 55:8 hold (1) 6:14</p>
---	---	---

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

holding (1) 58:24
homeless (2) 57:15 58:23
hope (1) 58:16
hopes (1) 58:6
hospitality (1) 31:23
host (1) 54:18
hours (25) 8:11,13,22,24 9:5,11,23
10:2 11:4 14:22 16:2,4 33:15,24
34:2 48:19,20,21,23,25,25 49:3,8
50:18,24
house (2) 27:6 31:21
Housing (1) 61:16
how's (1) 53:23
HRA (2) 11:10,15
HSE (30) 7:14,25 8:9,17,17 19:3,11
22:21 23:7 25:10,10,14 26:25
27:5 29:21,22 30:3 32:24 33:4,5
33:9 40:15 41:13,16 46:7 48:14
51:20 62:24 63:4,5
HSEs (1) 32:22
human (2) 3:25 11:14
hundred (2) 16:17,24

I

idea (2) 43:7 55:25
identical (1) 35:22
identified (1) 10:20
identify (2) 11:23 23:24
immigrant (1) 58:7
Immigration (1) 2:14
implemented (1) 39:9
important (6) 4:8,21 5:6 10:20
12:3 21:14
improve (2) 4:16 5:23
in-kind (4) 45:8,11,15 54:17
inaudible (2) 62:7,8
incentives (1) 58:9
include (8) 9:9 29:6 33:19 34:10
58:10 59:4,15,16
includes (2) 7:4 33:16
including (7) 7:2,12,20,21 8:14,20
8:25
income (3) 15:14 47:25 48:9
incorrect (1) 45:11
indirect (1) 59:15
individual (2) 25:12,15
individuals (1) 61:10
industries (2) 46:21 59:24
industry (10) 7:14 9:2,15,18 32:2
42:7 46:11,18,19,25
industry-standard (1) 46:23
informal (1) 36:17
information (10) 4:9,21 10:22
11:25,25 12:10 13:3 36:13 57:2
63:8
informed (3) 9:18 10:7 60:17
initiative (1) 11:14
innovative (1) 61:24

input (1) 30:10
ins (1) 52:3
instance (1) 57:9
instruction (17) 7:13,16 8:8,12,18
8:21,23 9:2,6,10,17,23 27:5
48:20,22 49:7,10
instructions (3) 8:11,25 9:8
instructor (2) 44:6,8
instructors (1) 36:11
insurance (4) 12:15,16,20,24
insuring (1) 41:22
integration (1) 42:17
intend (1) 29:4
intensive (2) 15:3,7
intentional (4) 10:8 27:24 47:21
60:10
intentionally (1) 51:14
interested (1) 17:19
interests (2) 9:7,14
intern (1) 54:18
internal (1) 36:21
internally (2) 42:20 58:10
internship (26) 6:22 8:20 9:13 10:2
10:4 11:3 14:22 15:3,4,7,10,21
16:3,3 33:4,21,25 34:7,10,16,19
34:20 41:12,15 42:11 48:25
internships (10) 9:22 15:18 31:10
32:3 33:9,16 38:9,11 47:5 51:25
introduce (1) 3:17
introduction (1) 3:10
investing (1) 4:19
invests (1) 4:12
invision (1) 41:19
Isaac (2) 14:7 38:24
Isaacs (1) 33:3
Island (1) 32:8
issue (1) 58:15
issues (2) 12:11 52:4
issuing (2) 10:23 20:14
items (1) 6:7

J

Jane (4) 17:18,18 18:3,6
January (1) 31:15
Jennifer (2) 43:14,14
Jenny (10) 2:5 3:18 6:16 11:19
15:18 33:14 47:20 50:20 62:21
62:25
JENNY-SYNN-CARSON (1) 6:19
job (4) 9:19 14:13 15:17 44:13
jobs (4) 32:4 47:4,5 53:14
JOHANNA (1) 16:15
John (4) 32:7,7,13,21
joined (1) 34:21
joining (1) 4:6
Julia (74) 2:7 3:19 15:9,25 16:24
17:12,25 18:5,7,20 19:10,19 20:2
20:13 21:9 22:24 23:5,23 24:15

25:5,18 26:8,21 27:4,12,24 28:5
28:9,16 31:25 32:12,19,25 33:8
33:22 34:5,12,17 35:3,10,13,19
35:24 36:4,16,20 37:4,22 38:12
38:22 39:5,14,16,18 40:6,17,19
40:23 44:9 45:14,21,24 50:16
51:6,11 52:18 56:18,23 58:13
59:8,17 60:10 61:2,13
June (5) 4:23 5:6,19 57:24 63:3

K

Kady (2) 42:14,14
keep (5) 20:5 22:9,22 27:4 56:9
keeping (1) 55:25
Keith (5) 2:2 3:2,7 11:7 63:2
key (2) 7:3 56:5
kind (4) 24:3 41:11 52:5 59:22
know (15) 15:12 18:23 22:7 26:2
30:22 31:5,13 33:19 41:2,23
48:17 49:13 50:12,14 61:20
knowledge (1) 29:6
known (2) 11:15,23

L

ladders (1) 9:19
Lafayette (1) 1:13
LaGuardia (1) 34:22
language (1) 57:6
Lastly (1) 3:14
launched (2) 5:21,22
Laura (3) 43:20,20 44:4
law (1) 49:18
LBT (1) 26:2
lead (10) 10:17 17:25 31:25 37:24
37:24 38:4 41:24 46:16,18 54:12
leading (2) 7:14 9:18
leads (2) 28:13 32:3
leans (1) 12:9
learn (1) 61:25
learning (7) 8:19,21 9:21 15:20
42:18,22 43:7
length (1) 17:24
let's (8) 19:2 26:16,22 37:13,18
38:19 52:11 61:9
level (10) 8:7 22:20 29:21 30:2
31:7 32:24 46:20 48:16 49:21
62:22
levels (9) 7:14 8:4 16:16 19:3 26:4
29:5,7,8,22
leverage (1) 45:3
LGBT (1) 57:16
liability (3) 12:16,18,20
Library (5) 17:5 23:9 35:11 47:18
55:10
license (5) 52:24,24 53:2,4,6
life (2) 4:17 47:10
life-guard (1) 47:12
Likewise (1) 58:20

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

6

limit (2) 18:10 56:16
limitations (2) 37:5,9
limited (2) 36:14 38:18
LINDBERG (2) 17:18 18:3
Lindburg (2) 17:18 18:6
line (4) 4:22 13:23 14:3,9
line-item (1) 23:15
lines (1) 37:12
link (1) 11:16
lisBEted (1) 53:14
list (2) 46:2,5
listed (9) 27:23 28:3,10 37:11,19
44:7 45:14 53:4 59:23
literacy (14) 2:13 3:25 6:23 7:13
8:7,12,22 27:5 28:22,23 40:15
42:24 48:20,21
little (7) 11:20 14:20 20:9 32:21
48:3 59:20 61:4
load (2) 28:14 54:18
loads (2) 28:17 61:7
local (1) 4:18
location (3) 26:5,20,25
locations (3) 26:6,24 55:21
long (4) 22:2 27:12 30:25 31:14
longer (3) 20:15 59:3 60:6
look (6) 28:2 38:14 48:18,24 54:2
56:7
looking (3) 52:4,20 59:20
lost (2) 58:25 59:11
lot (15) 22:12 23:3 49:5,11,12
51:25 53:13,14,16 56:10 58:3,23
58:25 59:25 62:13
love (1) 58:19
low (1) 8:7
low-literacy (1) 8:3
Lowell (2) 40:20,20
lower (1) 30:17
luxury (1) 31:23

M

M-W-B-E (1) 35:18
main (1) 24:20
maintain (1) 31:11
making (2) 19:17 56:9
managed (2) 20:18 41:22
management (3) 21:23 51:19 56:5
manager (3) 28:9,13 51:21
manager/navigator (1) 61:5
managers (6) 24:17 27:17,18 41:4
41:9,10
managing (1) 41:20
Marjorie (6) 33:17,17 34:3,9,14
35:8
mark (1) 51:17
marry (1) 58:7
math (2) 28:15 48:20
matter (1) 34:14
maximum (4) 16:4,17 20:3 59:15

Mckee (3) 33:2,2,11
mean (4) 32:10 51:11 54:11 62:21
means (1) 40:4
meant (1) 30:4
medical (2) 10:6 40:10
meet (1) 54:16
member (1) 5:21
members (3) 2:1 56:5 59:2
mental (1) 62:14
mention (1) 14:15
mentioned (7) 16:11 18:23 20:13
25:6 26:3 31:6 37:23
mentions (1) 16:17
Mercado (16) 17:4,4 23:9 24:13
35:11,16,20,25 36:12,18 47:17
47:17,24 48:5 55:9,14
metro (1) 7:21
microphone (1) 13:23
Microsoft (1) 9:3
mid-cohort (5) 10:24 18:24 20:11
20:14 22:3
mid-level (1) 52:25
mid-program (1) 22:13
midpoint (1) 31:3
million (2) 12:17,17
Mimic (1) 54:15
mind (1) 56:13
minimum (6) 9:12 10:3 34:7 50:17
50:25 54:16
minimums (1) 52:3
MISHELL (1) 34:22
mmission (1) 4:11
model (16) 7:5,11,18 10:12 21:11
21:15 25:3 31:15 35:23 41:21
42:24 58:14 60:11 61:20,21
62:25
money (1) 24:11
Montanez (29) 2:10 34:21 41:19
42:4,13,23 43:19 44:2,25 45:10
45:22 46:13 47:3,9,16 48:3,10
49:17 53:8 54:2,10,13,19,21,25
55:13,24 57:6 61:19

monthly (1) 51:21
months (1) 20:22
motor (1) 12:18
MOU (1) 23:13
move (5) 19:18 22:13 25:13,24
31:7
moving (1) 29:2
Mox (1) 6:9
MSW (1) 54:18
multiple (2) 26:23 47:19
MVP (1) 47:10
MWB (2) 13:3,4
MWBEs (1) 13:5

N

N (1) 64:3

name (5) 3:6 13:24,24 24:16 33:2
narrative (1) 44:17
Natalie (3) 1:24 64:5,17
navigator (3) 27:18 28:13 45:20
ne (1) 13:24
necessarily (4) 19:4 37:16 42:2,12
necessary (3) 8:8 12:24 23:8
need (16) 6:7 9:9 15:14 17:14
23:12,14 26:4 37:20 38:4 39:4
40:3 43:2 47:3 49:16 53:9 58:12
needed (4) 7:12,18 22:9 52:11
needs (5) 7:8 9:7 17:15 30:4 52:6
Neighborhood (3) 14:7 31:21
61:16
neighborhoods (2) 53:18,23
neither (1) 17:12
network (1) 4:12
new (15) 1:1,14,25 4:11,15,17 9:12
10:2 28:21,22 37:7 42:24 43:23
49:18 64:6
nine (1) 30:15
non-profit (1) 24:14
Notary (2) 1:24 64:5
note (6) 4:24 5:5,17 12:21 13:6,10
notes (1) 64:8
notice-for-proposal-subcontra...
11:19
noticed (1) 56:13
notification (2) 5:8 63:10
notify (1) 12:25
November (4) 5:12 31:14,18 43:11
number (12) 9:8 19:22 20:3 23:12
23:14,17 24:21 33:24 60:23 61:4
61:17 62:4
numbers (1) 16:22
numeracy (3) 7:13 8:12,22
nurse (1) 59:23
nursing (2) 10:6 52:22
NY (1) 1:14
NYC (2) 1:12 43:23

O

O (1) 64:3
obligated (1) 57:23
OBT (1) 48:12
obtain (3) 8:8 15:17 62:16
obtained (2) 9:15 12:23
occupational (8) 21:21 26:13 39:8
39:22 44:6,10,15 53:7
occupational-skills (1) 16:13
occupational-training (1) 19:12
occurrence (1) 12:17
off-the-shelf (1) 60:12
offer (3) 22:8,8 33:13
offered (3) 10:13 26:5 55:16
offering (3) 7:11 52:13 55:20
Office (1) 9:3
Officer (5) 2:4,18,20 3:8 4:5

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

<p>official (1) 32:6 Oh (1) 28:4 okay (8) 18:3 20:7 22:23,24 28:12 46:22 47:8 57:17 olds (1) 49:20 Olga (2) 47:10,10 once (4) 13:17,20 51:3,15 one-on-one (1) 49:9 ones (1) 39:12 operationalize (1) 43:3 opportunities (1) 4:14 opportunity (10) 7:4,8 8:7 9:19 13:16,20 14:12 18:8 27:8 30:11 opportunity-concept (1) 6:25 option (7) 5:13 19:7 22:15 28:10 31:8 42:5 56:11 optional (1) 33:8 options (2) 18:13 54:14 order (3) 5:2,17 39:19 organization (5) 10:14 38:4 44:24 50:18 55:17 organizations (6) 4:13,18 10:15 17:3 41:14 48:7 Osborne (1) 59:14 outcome (3) 19:11 23:5 33:6 outcomes (2) 46:17,25 outlined (1) 60:14 outreach (1) 53:20 outstanding (1) 12:9 over-enroll (1) 21:17 over-enrolling (1) 38:17 over-recruit (1) 21:16 oversee (2) 10:17 41:14</p>	<p>participated (1) 33:15 participates (1) 35:2 participation (4) 13:4,4 33:7 55:4 participle (1) 35:12 particular (1) 42:5 partner (3) 10:14 37:14 49:25 partners (1) 48:6 partnership (1) 60:24 partnerships (3) 2:9 3:21 61:3 parts (3) 33:22 44:23,23 PARVONEH (3) 57:25 58:20 59:12 pass (2) 19:11 48:16 passing (1) 32:23 path (1) 8:10 pathway (2) 7:7 46:21 pathways (1) 14:17 PATTERSON (1) 34:22 pay (2) 35:14 62:10 payee (1) 10:22 Payee-Information (1) 11:22 paying (3) 23:19 24:6,7 payment (4) 11:24 24:7,10 25:22 payments (2) 23:22 24:8 payroll (1) 55:11 people (30) 7:22 14:6,17 15:12 19:16 21:3,4,5,6,13,24 22:6,13 22:19 23:2,3 32:23 34:18 37:8,21 38:18,24 39:9 41:6 51:14 56:6 57:3,8 59:10 62:14 per-week (1) 48:14 percent (8) 8:15 10:18 33:14,15 44:22 55:8 59:17 61:8 percentage (2) 33:11 43:17 Perez (2) 47:10,10 performance (1) 51:9 period (1) 59:9 person (7) 17:15 19:22 20:20,25 22:3 25:6,23 persons (1) 62:18 pertain (2) 13:14,21 pertaining (1) 3:16 pertains (1) 14:2 phase (1) 12:7 physical (1) 26:6 pick (1) 39:12 piece (4) 32:16 41:12,12 53:25 PIP (3) 11:23 23:18 24:5 place (3) 46:24 50:23 51:24 placement (1) 46:18 placing (1) 30:10 plan (2) 44:16 54:3 planning (1) 43:12 please (12) 4:24 5:17 11:21 12:8 12:21 13:10,20,22,24 24:23 25:9 63:2 point (5) 22:15 37:4,6 42:15 53:12 policies (1) 50:13 population (6) 15:12 32:10,11 57:7</p>	<p>57:11,13 populations (2) 32:9 57:15 portal (3) 10:22 11:23 24:7 portfolio (2) 16:25 18:17 portion (8) 14:11 15:11 16:9 36:5,6 36:6,7 48:9 position (1) 32:20 positions (8) 27:25 28:2,10,11 37:19 46:25 47:19 53:19 positive (1) 36:13 possibility (1) 21:2 possible (2) 19:6 57:22 post-award (4) 3:14 11:8 12:7,12 posted (1) 13:7 potential (2) 48:6 53:5 potentially (5) 19:9 26:25 53:8 54:8,10 poverty (1) 4:14 practice (2) 20:18 48:14 practices (1) 21:11 pre (1) 25:10 Pre- (1) 5:25 pre-HSE (11) 7:13,25 8:6 19:3 22:19 26:25 27:5 29:22 30:3 49:21 51:20 pre-proposal (3) 1:5 3:5 5:15 pre-qualification (1) 3:12 prefer (3) 26:8,14 55:16 prep (1) 48:14 Preparatory (1) 51:2 prepare (1) 34:18 prequalified (1) 5:3 prescribe (1) 33:23 presentation (4) 6:15 11:21 13:6 63:12 pretty (2) 40:15 48:17 prevailing (1) 34:7 prevent (1) 21:24 prevents (1) 31:11 price (2) 17:16 25:11 price-per-seat (4) 25:10,16,18,24 primarily (2) 24:8 47:13 primary (1) 45:17 prime (2) 24:6,6 prior (2) 22:18 43:12 probably (2) 22:20 40:14 proceed (1) 12:22 Proceedings (63) 1:12 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1</p>
P		
<p>p.m (5) 1:9 4:23 5:7 14:25 63:4 page (12) 13:25 16:16,18,22 17:5 20:9 21:14 36:12 38:25 46:2 57:12,12 paid (13) 7:20 8:20 9:11,25 16:6 34:4,5,6 36:11 54:24,25 55:4,6 panel (8) 2:1 3:17 4:7 6:13,15 13:16,17,19 papers (1) 6:25 paragraph (1) 39:2 parameters (1) 60:14 parents (1) 50:9 Paroneh (6) 28:20,21 29:14,20 30:14 31:12 part (11) 7:6 21:14 29:10 33:9 34:12,15 35:3 39:20 46:17,20 54:4 participant (2) 10:25 14:23 participants (16) 8:15 9:9,11,25 24:22 33:12 34:3,5 41:6,22 48:2 48:8 49:13 51:20,22 55:12 participants' (1) 9:14 participate (2) 9:7 62:19</p>		

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

8

process (5) 5:23 12:12,22 31:14
41:23
profit (1) 43:16
program (49) 1:3 2:16 3:13 4:3
6:17,20,22,23 7:5,10,22,24,25
8:9 10:8,24 11:16 14:23 19:13,21
20:17,22 21:18 22:11 24:22,25
25:4,13 28:22 31:15,18,24 32:6
33:18 34:10 37:7 39:8 43:3,12
48:18,19 49:4 51:4 52:6 57:10
59:7 60:7 61:18 62:8
programing (4) 10:10 15:5 16:9
49:15
Programming (2) 14:14,19
programs (8) 2:8 3:21 4:13 8:10
22:5 31:2 34:25 58:17
progress (2) 51:8,12
progresses (2) 25:12,21
progression (2) 10:25 20:11
progressions (1) 20:14
project (1) 50:23
proof (1) 12:23
proposal (22) 1:3 3:11,12 5:6 6:5
10:11,21 17:20 23:24 24:2 29:2
39:4,15 40:2,5,22 47:7 52:11
56:3,15 62:13 63:3
proposals (12) 5:2,7,24 6:3,4 16:5
40:3 52:16,19 57:24 58:10 59:4
propose (11) 6:3 18:15 39:3,11,21
40:8,11,12 44:18 58:8 60:6
proposed (2) 9:25 10:4
proposes (1) 18:21
proposing (2) 18:12,18
prospective (1) 12:6
Protection (1) 43:24
prove (1) 46:11
provide (13) 4:14 8:2,7,17 9:7,17
10:15 22:4 25:9 31:9 39:7 41:15
45:16
provided (4) 8:25 11:17 47:15
50:22
provider (10) 10:17 20:17 24:6,6
25:16 37:17,24,25 38:4 39:7
providers (11) 6:2,4 18:15 29:9
30:4 34:23 37:20 43:6 47:16
57:14 60:24
providing (4) 7:6 8:20 35:4 42:18
public (8) 11:9,13 17:5 23:9 35:11
47:18 55:10 64:5
publish (1) 5:24
published (1) 36:22
purchase (2) 34:24 35:5
purpose (4) 8:6,17 9:16 23:25
purposes (3) 13:11,13 23:23
push (1) 30:2
put (5) 8:10 37:4 38:7 49:11 56:16
putting (2) 14:17 29:15

Q

Q&A (2) 13:9,17
qualified (1) 6:2
qualify (5) 36:16 46:3,5,7 47:2
quality (1) 4:17
Queens (5) 17:4 23:9 35:11 47:17
55:10
question (40) 13:22 14:2,2,10,19
14:20 15:10 16:15 17:22 18:22
19:2 22:17 24:5,20 25:8 28:23,24
29:4,20 30:19 31:12 32:14 36:12
36:25 37:10 38:25 42:19 43:15
45:7 47:13 49:14 53:16 54:22
55:20 56:12 57:18 58:2,6 61:20
62:12
question-and-answer (1) 3:15
questioned (1) 57:20
questions (26) 5:14,18 6:11,14
13:14,17,18,19,21 14:4 15:5
18:10 19:16 23:10 27:7 38:8
39:19 43:21 44:20 45:24 56:20
56:25 57:19,21 60:23 63:2
quick (2) 36:25 43:21
quite (2) 60:13 61:23

R

R (1) 64:3
range (3) 10:13 29:15 39:24
rate (1) 59:15
ratio (1) 61:6
reach (1) 53:22
reaching (1) 57:8
readily (1) 60:12
readiness (3) 7:16 14:13 34:11
reading (1) 62:19
ready (4) 19:18 21:6 22:21 31:7
real (1) 46:14
realize (1) 45:5
really (20) 6:20 21:12,13 26:12
32:14 37:7 40:9 41:19,22,25 42:8
47:20 52:4 54:5 55:3 56:2,8
58:11,11 59:8
reasonable (1) 62:17
REBECCA (3) 40:24 41:25 42:6
recall (1) 53:18
receive (4) 8:15 11:5 25:22 63:10
received (3) 11:10 57:20,21
recognized (2) 7:15 46:19
recommend (2) 30:23 31:3
recommendation (2) 30:14 62:17
recommended (6) 27:16,20 28:7
45:18,20 52:10
recommends (2) 13:5 31:15
recruit (1) 57:14
recruited (2) 21:25 47:16
recruiting (2) 22:6 54:14
recruitment (5) 47:14 53:17,19,25

59:9
refer (1) 36:23
reference (2) 13:25 46:4
references (2) 24:24 32:8
reflect (1) 37:8
regard (1) 37:7
regarding (12) 4:22 5:20 6:7,11
11:10 13:3,11,13 16:16 23:10
44:4 57:2
regional (1) 24:19
registered (2) 10:21 12:14
regular (3) 52:2 53:6 55:4
reimbursed (1) 25:17
relate (3) 16:22,22 33:5
related (2) 9:22 11:25
released (5) 6:4 29:15 63:5,7,11
rely (1) 21:13
remain (1) 37:20
remaining (1) 9:5
remember (2) 39:19 63:3
renew (1) 5:13
renewed (1) 18:3
repeat (6) 17:15 19:19,23 23:7
25:6 37:2
repeated (2) 17:14,16
report (2) 37:12,21
reporting (4) 24:11 51:3,9,10
reports (1) 37:19
representative (2) 6:9 25:3
REQUEST (1) 1:3
requested (1) 18:14
require (4) 30:23 48:8 53:14 59:10
required (28) 12:13 15:11 16:10
23:18 27:16,19,22,25 28:3,7,7,11
32:10 33:9 35:17,22 36:2 37:11
40:12 44:7 45:15,18 46:25 51:20
51:23 53:19 54:6 60:2
requirement (10) 11:16,22 14:21
23:2 29:21 32:15 48:25 50:10,17
62:20
requirements (7) 3:14 11:8 12:15
42:3,16 44:12,21
requires (2) 26:17 27:11
ResCare (1) 24:18
research (5) 2:16 4:3 6:21 59:22
61:6
reserve (1) 12:25
resolved (1) 12:10
Resource (1) 11:14
respond (2) 5:2 30:4
response (2) 45:11 62:7
responses (3) 5:18 6:25 57:18
Responsibility (1) 12:4
responsible (4) 12:7 23:21 37:25
45:17
restate (1) 40:21
restore (1) 59:10
retail (1) 31:23

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

9

review (6) 3:11 38:7 45:2 50:3,5
53:9
RFP (31) 1:3 3:6,10,16 4:23 5:2,11
10:23 13:11,13,15,21,25 16:10
17:5 18:14 19:20 21:4 24:24
27:15,23 28:14 37:11 42:21 45:2
56:15,17 58:19 59:23 63:5,9
rfpquestions@DYCD.NYC.gov ...
5:16
RFPs (3) 5:24 6:3 49:16
rider (1) 11:9
right (11) 6:11 12:25 13:9 22:16
30:6,7 39:14 43:10 46:13 61:10
62:4
rights (1) 3:25
risk (1) 20:23
Robert (3) 2:15 4:2 57:21
robust (5) 10:8,12 21:23 40:9
61:22
role (5) 36:5 45:4 53:22 54:3,5
roles (3) 36:2 37:12 44:21
roll (2) 19:16 22:22
rolled (1) 23:4
Rong (9) 2:12 3:24 29:11,18 30:6
30:22 48:17 50:2,12
roof (6) 20:6 26:4,9 55:17,25 56:9
roofs (1) 53:24
room (2) 1:14 7:2
rosters (1) 13:7
rules (1) 27:19
run (1) 28:22
runaway (1) 58:23
running (2) 31:16 40:2

S

Safe (1) 9:3
sake (1) 52:12
Saladis (2) 43:14,14
Sarah (5) 54:15,15,20,22 55:7
saw (2) 28:7,8
says (11) 20:9,10,10 21:3 27:15
32:8,9 39:6,11 42:16 45:18
scale (2) 30:15 61:24
scales (2) 29:9,16
scaling (1) 62:4
school (10) 8:4 14:24 16:2 27:10
27:13 51:2 57:5 62:13,15,23
score (2) 30:16,17
scores (2) 29:9,16
SDL (1) 53:10
se (1) 52:5
seat (6) 17:10,13,17 25:5,21 35:7
seats (7) 17:6 25:2,7 34:24 35:6,7
49:24
second (8) 15:10 18:22 25:8 38:20
45:24 49:14 53:16 61:18
sector (1) 40:21
sectors (2) 46:3 52:10

see (14) 14:11,14 28:6 33:12 44:6
46:14 47:4,4 53:9,16 54:3 56:19
57:13 62:3
Seeing (1) 53:23
seek (1) 48:5
seeking (1) 47:11
seen (2) 30:16 41:23
segment (1) 3:16
select (1) 18:16
selection (1) 5:9
send (2) 6:8 45:23
senior (2) 2:8 3:20
sense (1) 62:3
separate (7) 18:21 20:5 23:14
25:24 39:4 40:3 49:16
serve (6) 25:23 53:22 58:8,11,14
62:14
serve-safe (4) 43:22 46:5,10,15
served (4) 24:22 32:9 41:6 61:17
Server (1) 9:3
serves (1) 55:18
service (4) 16:16 22:9 42:24 46:4
services (21) 2:14 4:2 7:6,11 8:3
10:13,16 14:13 16:23 19:15 22:4
22:9 26:10 31:18 36:23 41:15
42:25 43:12 55:16,21 58:12
servicing (4) 49:20 53:17 57:3 58:7
session (4) 13:10,10,12,17
sessions (1) 6:24
set (3) 27:9 45:24 64:9
sets (1) 16:21
seven (2) 8:13 15:24
shared (1) 7:19
sharing (1) 47:25
Shepherd (1) 19:15
SHIRGER (2) 28:20 29:14
Shirzer (7) 28:21 29:20 30:14
31:12 57:25 58:20 59:12
short (1) 31:16
showing (1) 23:15
Siegal (3) 43:20,20 44:4
sign-in (1) 11:17
significant (1) 12:11
similar (1) 35:22
simplify (1) 5:22
sit (2) 49:22 50:10
site (2) 24:17 51:24
sites (3) 9:13 10:4 19:25
situations (1) 30:8
six (7) 8:22 16:25 39:13 48:20
50:18 53:24,24
six-hour (1) 50:17
six-hour- (1) 48:13
size (2) 28:14 61:11
skill (2) 7:14 8:19
skilled (3) 8:24 9:5,10
skills (4) 8:9 9:14 15:16 16:12
slide (2) 11:11 12:3

slightly (1) 60:6
slots (1) 25:7
small-group (1) 49:10
smaller (2) 23:10 61:7
Smejkal (24) 18:8,8,22 26:2,15,22
27:6,14 28:4,6,12,18 36:25 37:10
38:8,16 48:12,12 49:12,18 50:6
60:22 61:4,14
solution (2) 58:17,18
somebody (5) 18:23 19:2 25:21
36:19 48:15
someone's (1) 15:7
soon (2) 12:12 57:22
sooner (1) 12:14
sorry (1) 38:24
sort (1) 37:6
SPEAKER (7) 52:8,23 53:12 54:8
54:11 62:12,23
speaking (1) 30:22
specialist (1) 54:4
specialized (3) 9:17 26:13 42:9
Specifically (1) 54:17
specifics (1) 29:18
spirit (3) 48:11 55:24 56:8
split (2) 19:24 20:2
spread (1) 26:6
spring (1) 22:7
staff (14) 10:11 36:2 37:17,18
38:10 42:10 44:21 45:4,8,12,15
51:7 52:3 56:5
staffing (20) 10:9 27:15,19,22
32:14,15 35:23 37:11,24 40:25
42:2,16 44:5,7,10,16,20 47:21
54:3 56:4
stakeholder (3) 6:24 7:19 10:7
standard (1) 59:18
standards (1) 51:18
Stanley (3) 14:7 33:3 38:23
start (9) 5:12 15:9 20:22 31:14,17
38:9,11 43:6,11
starts (2) 19:5 31:18
state (8) 1:25 9:12 10:2 13:11,24
45:22 50:3 64:6
stated (1) 47:23
states (2) 17:5 19:20
stay (1) 11:5
stenographic (1) 64:8
stick (2) 21:8 30:12
stipend (2) 8:16 55:5
stipends (3) 35:14 54:23,25
stipulated (1) 38:12
Stockman (2) 42:14,14
stops (1) 21:19
strategy (1) 7:22
Street (1) 1:13
strives (1) 4:16
Strong (1) 3:3
strongly (1) 60:15

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

10

structure (9) 3:13 6:17 27:22 38:5
40:25 44:10 51:3,7,10
structure-specific (1) 44:16
structured (1) 40:2
stuck (1) 29:3
student (4) 19:25 30:4 49:19 51:12
student's (1) 50:10
students (15) 29:24 30:3,16 31:3,4
31:5,6,6,10 47:14 48:19 49:5,24
51:4,8
study (1) 36:22
sub (3) 24:7,9,12
sub-question (1) 25:14
subbed (1) 32:17
subcontract (15) 17:20,23,24
26:16 35:5 36:5,6,11 37:14 41:8
42:7,11 47:11 53:22,25
subcontracting (4) 26:23 36:9
37:22 38:2
subcontractor (10) 23:13,16,25
24:4 35:21,25 38:3 41:18 42:3
54:8
subcontractor's (1) 26:20
subcontractors (9) 11:24 23:11,18
23:20 24:14 26:18 41:2,21 47:25
subcontracts (2) 10:20 17:22
submission (1) 3:13
submit (8) 6:3,4 18:20 23:14 40:3
52:11,16 56:15
submitted (4) 5:7,18 45:7 57:19
submitting (2) 23:24 24:2
subs (1) 32:14
success (1) 34:19
successful (1) 43:4
suggested (1) 18:14
suggestions (1) 18:17
Suite (1) 9:3
summer (1) 22:5
supervise (2) 37:17,18
supervisory (1) 38:5
Supplemented (1) 9:21
support (15) 7:5,8,19,20 8:8,20
9:10 10:9 22:9 26:9 41:7 45:16
50:22 52:5 62:7
supported (3) 8:24 9:5 45:13
supporting (2) 56:6 60:24
supportive (1) 14:13
supports (1) 26:10
suppose (1) 55:22
supposed (2) 36:3,18
sure (15) 12:8 13:21,24 16:21 18:7
31:5 39:18 41:5 46:14 47:9 48:5
52:2 57:7 59:5 63:8
survive (1) 15:14
Synn-Carson (8) 2:5 3:18 6:16
33:14 47:20 50:20 62:21,25
system (8) 4:24 5:4,10,20 52:5
55:3 63:4,6

systems (2) 41:7 43:15
Sytem (1) 5:25

T

T (2) 64:3,3
table (2) 11:17 22:15
take (10) 13:18 22:14 28:2 48:18
48:24 49:19,21 50:14 51:24
55:22
taken (1) 31:13
talents (1) 4:19
talk (6) 17:21 33:4 51:3 54:22 57:7
62:11
talked (1) 11:20
talking (3) 21:20 41:2 56:13
talks (1) 14:12
tape (4) 28:25 29:11 30:7,19
target (5) 32:9 33:6 47:13 57:11,13
task (5) 32:23 48:16 49:19,22
50:11
teachers (1) 30:10
Team (1) 42:15
technical (2) 42:18 43:2
technology (1) 40:9
tell (1) 20:21
ten (7) 16:16,22 38:20 48:23 57:12
57:12 59:17
ten-week (1) 51:17
term (5) 5:11 12:2 17:23,24 31:15
terms (11) 16:8,23 22:2 24:5 25:20
32:13 33:6,6 44:14 56:4 62:3
test (6) 30:8,12,23 37:7 50:15
61:22
tested (1) 31:7
Testing (1) 30:19
tests (1) 11:2
thank (11) 4:6 11:7 18:6 20:7
28:19 41:25 47:8 59:12 60:21
61:14,19
theory (1) 61:10
thing (4) 11:8 12:16 20:24 24:13
things (3) 5:20 29:19 56:9
think (11) 14:16 20:11,23 32:22
37:16 39:20 49:13 52:7 53:8
61:24 62:10
thinking (2) 43:6 53:15
third (2) 31:19 38:25
thought (1) 33:12
thousand (2) 17:7,9
three (8) 7:25 16:17,24 20:21
23:17 26:4 27:17 38:12
three-to-six (2) 17:7,9
three-year (1) 17:11
threshold (1) 54:16
thrive (1) 4:20
tied (1) 28:25
time (19) 4:22 6:6,12,15 13:2,10
27:9 30:25 34:4,6 37:9 38:22

43:11 44:22,23 45:3 58:13 59:6,8
timeline (1) 3:11
timely (1) 5:17
times (2) 19:22 37:5
timing (1) 19:3
tired (1) 38:24
today (2) 3:9 4:6
today's (1) 7:12
told (1) 45:8
Tom (3) 33:2,2,11
Tomorrow (1) 18:9
top (2) 54:17,19
topic (1) 9:8
total (5) 10:19 17:11,11 43:17
48:19
touch (5) 11:18 12:4,15 55:14 59:3
touched (1) 15:18
track (2) 16:18 24:8
traditional (2) 49:7 52:24
Train (1) 19:9
trained (1) 41:23
training (84) 7:6,16,16 8:2,14 9:16
9:24 10:5,6 11:4 14:18,22,24
15:6,8,11,13,19 16:2,7,11,13
17:6,8,10,14 18:13,15,21 19:7
21:21 25:11,14 26:11,16,18
29:19 31:22 32:2,3,5 33:10,19,20
33:24,25 34:13 35:4 36:10 39:7
39:22 40:10,10,18 41:12,16 42:8
44:5,10,14,15,18 45:25 46:2,9,12
46:16 47:6,12 51:22 52:12,13
53:3,5,7,11 59:21 60:4,8,13,15
60:18,19,19
trainings (8) 26:13 39:3,8,23,25
51:24 52:21 59:25
Transcribed (1) 1:24
transcript (2) 13:6 64:8
transition (5) 8:9 19:6,12 21:3 26:9
transitioning (2) 7:22 18:25
transitions (2) 10:10 56:10
true (2) 56:8 64:7
try (1) 23:11
trying (1) 48:5
turn (2) 4:7 6:12
tutoring (5) 9:9,10 11:6 22:8 49:9
two (30) 5:13 12:17 15:4 16:18,20
16:21 18:11 19:15,25 20:4 21:19
23:3,14 24:20 26:3 27:6 33:21,22
38:8,20 43:21 45:5 49:15 52:16
52:17 56:20,25 60:18,22 61:4
type (1) 9:24

U

UFM (1) 34:25
unable (1) 58:7
uncertain (1) 27:18
under-employed (1) 27:9
underlined (1) 20:10

**Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019**

<p>understand (15) 10:12 15:3 21:25 26:10 27:7 37:2,10 38:17 39:17 42:23 44:11 48:13 52:9 57:10 61:6</p> <p>understanding (1) 29:12</p> <p>Understood (1) 25:25</p> <p>underway (1) 51:4</p> <p>undocumented (4) 35:12 58:4,8 58:14</p> <p>Unfortunately (2) 35:13 45:10</p> <p>UNIDENTIFIED (3) 52:23 53:12 62:12</p> <p>UNIDENTIFIED (1) 54:11</p> <p>uniformity (1) 30:11</p> <p>unique (1) 61:9</p> <p>United (2) 31:21 61:15</p> <p>Unresolved (1) 12:11</p> <p>urge (1) 20:16</p> <p>use (6) 23:18 24:18 26:19 27:22 44:22 54:16</p> <p>utilization (1) 13:5</p> <p>utilize (2) 11:22 35:17</p> <hr/> <p align="center">V</p> <hr/> <p>Vaccarezza (3) 1:24 64:5,17</p> <p>variety (2) 18:15,16</p> <p>various (1) 18:13</p> <p>vary (4) 9:13,23 44:17 60:18</p> <p>vehicle (1) 35:14</p> <p>vender (1) 55:11</p> <p>versus (5) 27:17,19 30:3,4 46:15</p> <p>viability (1) 55:23</p> <p>viewing (1) 13:8</p> <p>Vincent (2) 59:13,13</p> <p>vision (2) 4:16 6:20</p> <p>vulnerable (4) 57:8,14 58:2,4</p> <hr/> <p align="center">W</p> <hr/> <p>wage (3) 9:12 10:3 34:8</p> <p>wait (2) 20:21 21:5</p> <p>waiting (1) 32:4</p> <p>Walker (4) 19:14,14,24 20:7</p> <p>want (36) 3:17 4:6,10,21 5:5,19 11:7,11,18 12:5,15 13:11,19 15:14 29:3 30:10,12 35:16,20 37:7 39:22 40:11,13 41:5 46:13 49:5,6 52:2,21 54:11 55:14 57:7 57:10 61:3,22 63:8</p> <p>wanted (11) 12:4 31:21 38:19 40:25 45:22 49:14 50:16,18,21 50:24 56:14</p> <p>wanting (1) 56:9</p> <p>wants (1) 13:22</p> <p>wasn't (2) 30:20 47:22</p> <p>waved (1) 62:20</p> <p>way (3) 31:10 39:25 60:5</p> <p>ways (1) 50:5</p> <p>we'll (12) 3:15 20:13 22:10,14</p>	<p>23:11 29:12,13 45:23 56:7,15 61:24 62:3</p> <p>we're (9) 13:9 17:13 30:7 34:21 38:18 51:9 55:20 57:7,22</p> <p>we've (3) 30:16 45:6 59:21</p> <p>website (1) 13:8</p> <p>week (3) 15:23,24 57:23</p> <p>weekly (2) 8:16 55:6</p> <p>weeks (9) 21:19 22:21 30:20,20 38:12 49:2 60:2,2,9</p> <p>welcome (2) 3:3,9</p> <p>WHEREOF (1) 64:9</p> <p>White (3) 2:19 3:22 31:17</p> <p>wide (1) 10:12</p> <p>WITNESS (1) 64:9</p> <p>wondering (11) 21:2 33:3 41:3,16 42:6,10 46:8 53:5 58:20 59:14 60:3</p> <p>word (1) 28:6</p> <p>words (1) 40:2</p> <p>work (14) 7:16,20 15:24 16:6 29:13 34:10 35:15 42:24 43:10 47:24 48:8 50:23 53:6 59:10</p> <p>work-readiness (1) 44:8</p> <p>work-ready (1) 38:10</p> <p>workers (1) 12:19</p> <p>workforce (8) 2:11,20 3:22 7:12 15:16 16:12 44:13 58:17</p> <p>working (5) 14:7 27:13 43:5 57:5 61:25</p> <p>works (1) 21:12</p> <p>writing (2) 18:18 50:23</p> <p>written (2) 28:14 43:16</p> <hr/> <p align="center">X</p> <hr/> <p align="center">Y</p> <hr/> <p>Yeah (6) 15:25 32:19 35:10 40:23 45:14,21</p> <p>year (11) 6:24 17:23 25:2 37:3 49:20 50:9 60:19 61:18,23 62:2,5</p> <p>years (1) 5:14</p> <p>YIP (1) 61:21</p> <p>YLP (1) 61:21</p> <p>YMCA (2) 28:21 57:25</p> <p>York (11) 1:1,14,25 4:11 9:12 10:2 28:21,22 43:23 49:18 64:6</p> <p>Yorkers (2) 4:15,17</p> <p>young (24) 6:21,22 15:12 17:15 19:16,22 20:20,25 21:4,5,6,12,24 22:3,6,12 25:6,23 34:18 37:8 51:14 56:6 57:8 59:10</p> <p>young (20) 1:2,12 2:8 3:4,20 4:11 7:9 8:3 35:12 44:23 46:24 47:12 57:16 58:2,5,8,14,21,23 61:17</p> <p>youths (5) 8:7 58:4,7,11 59:4</p> <p>YSPS (1) 55:3</p>	<hr/> <p align="center">Z</p> <hr/> <p>Zhang (9) 2:12 3:24 29:11,18 30:6 30:22 48:17 50:2,12</p> <p>Zukauskys (4) 40:24,24 41:25 42:6</p> <hr/> <p align="center">0</p> <hr/> <p align="center">1</p> <hr/> <p>1 (1) 61:12</p> <p>10 (1) 30:20</p> <p>100 (2) 44:21 61:8</p> <p>10007 (1) 1:14</p> <p>11-12 (5) 29:2,5,11,22 30:17</p> <p>12 (1) 8:11</p> <p>1412 (1) 1:14</p> <p>14th (1) 1:13</p> <p>150 (5) 25:2,7 28:15 55:6 61:9</p> <p>150-dollar (1) 8:16</p> <p>15th (1) 1:8</p> <p>16 (3) 27:8 50:4 57:4</p> <p>17 (2) 20:9,10</p> <p>17-18 (1) 49:24</p> <p>17-24 (1) 49:20</p> <p>19 (3) 49:20 50:2,14</p> <p>19th (2) 5:19 57:24</p> <p>1st (1) 5:12</p> <hr/> <p align="center">2</p> <hr/> <p>2 (1) 1:13</p> <p>2:00 (3) 4:23 5:7 63:4</p> <p>2:10 (1) 1:9</p> <p>20 (8) 22:21 30:20 38:20 49:2 60:2 60:2,9 61:12</p> <p>20-week (1) 60:5</p> <p>2019 (7) 1:8 4:23 5:7,12,19 63:3 64:10</p> <p>2023 (1) 5:13</p> <p>20th (1) 64:10</p> <p>21 (1) 16:18</p> <p>22-week (1) 60:19</p> <p>24 (3) 17:5 27:8 57:4</p> <p>25 (11) 16:20 17:2 19:24 20:3 22:18 23:2 26:4 34:25,25 38:19 61:12</p> <p>250 (9) 9:11 10:2 14:22 16:4,4 33:25,25 48:25,25</p> <p>26 (1) 4:23</p> <p>2601910007 (1) 1:4</p> <p>26th (2) 5:6 63:3</p> <hr/> <p align="center">3</p> <hr/> <p>3 (1) 62:23</p> <p>30 (1) 49:3</p> <p>30th (1) 5:12</p> <hr/> <p align="center">4</p> <hr/> <p>4:00 (2) 14:25 15:23</p>
---	--	---

Advance _ Earn Program Request RFP- EPIN_ 260191007
May 15, 2019

40 (1) 38:19
45 (1) 10:18
4th (2) 22:20 62:22

5

6

6 (1) 29:16
6,636 (1) 17:6
6.5 (1) 29:17
6th (1) 22:20

7

70 (4) 8:15 33:14,15 55:8

8

8 (1) 29:16
80 (1) 8:24

9

9-10 (1) 30:7
9.0 (1) 29:22
9:00 (2) 14:24 15:23