



# Jobs-Plus Public Feedback Sessions

The Jobs-Plus program provides multiple services to New York City public housing residents in selected New York City Housing Authority (NYCHA) developments. The program is inviting employment services providers, training/education providers, and employers to participate in public feedback sessions with the Jobs-Plus Collaborative – a multi-agency group including the Human Resources Administration (HRA), NYCHA, the Mayor’s Office for Economic Opportunity, and the Department of Consumer Affairs’ Office of Financial Empowerment (DCA / OFE). Attendees will be able to learn about the Jobs-Plus program as well as provide feedback, make recommendations, and identify challenges and opportunities. **Conversation will also inform an upcoming Jobs-Plus RFP slated to be released in the Spring of 2018.**

Specific areas of interest for feedback sessions may include, but are not limited to: current Jobs-Plus contract structure, target service areas, mental health needs of Jobs-Plus members, enhancement of education outcomes, and improving long-term career outcomes (including a discussion of Career Pathways).

## **Employment services providers and training/education providers meeting**

Wednesday, March 28, 2018 from 9:00 AM to 11:00 AM – 4 World Trade Center, Room TBA

*Breakfast will be served from 8:30 AM to 9:00AM*

Space for each group is limited to the first 30 people expressing interest, but additional respondents will be able to dial in to a conference line to listen to the conversation and may submit feedback via email. **To express interest, please send an email to DaVida Rowley ([rowleyd@hra.nyc.gov](mailto:rowleyd@hra.nyc.gov)) with the subject line “Jobs-Plus Public Conversation” before 12:00 PM on March 27, 2018.** Please note that organizations will be limited to sending one individual representative, although additional representatives may dial in to listen.

***The Collaborative will also seek input from NYCHA residents in a separate forum.***

*For a general overview of Jobs-Plus, please read below.*

*To review the most recent Jobs-Plus RFP, which was released in 2016, the RFP and relevant attachments are appended below.*

## **Jobs-Plus Overview**

Jobs-Plus is a place-based employment program designed to raise and sustain the level of employment among public housing residents. Jobs-Plus offers services to help residents build skills, connect to the labor market, advance in their careers, and gain financial security. Jobs-Plus sites are located in or nearby the developments served. Jobs-Plus has three main components: 1) employment services located in the community, such as resume help, connections to jobs, and retention services; 2) rent-based and other financial incentives that help “make work pay,” including financial counseling and asset-building services; and 3) community support for work that organizes neighbors to promote the benefits of working and serve as a helpful network for overcoming barriers.

**Jobs-Plus in New York City**

Jobs-Plus sites in New York City are managed by HRA and overseen by all agencies in the Jobs-Plus Collaborative (HRA, NYCHA, NYC Opportunity, and DCA / OFE). The City currently has 10 Jobs-Plus sites, which together serve 27 NYCHA developments. Nine of these sites receive City funds and one, Pennsylvania-Wortman, receives funding from the federal Department of Housing and Urban Development. The sites that receive City funds have three-year contracts (with three-year renewals, most of which end in spring of 2019), and each contract is funded at \$1.05 million annually under hybrid contracts that are 70% line-item and 30% contingent on achieving employment, retention, and high-wage outcomes.

The City of New York intends to release a Jobs-Plus RFP in 2018 in anticipation of the current contracts ending in spring of 2019. Please note that, upon release of the RFP, an information session will be held to provide interested parties with an opportunity to receive additional information and ask questions. Additionally, as part of the RFP process, interested parties will be able to submit questions in writing.

**Jobs-Plus Performance and Locations**

Jobs-Plus sites have enrolled nearly 16,000 members, placed over 6,000 members into jobs, and helped over 7,000 members achieve an outcome related to training, education, or financial counseling. The City and providers have begun emphasizing a Career Pathways model, first by prioritizing skill-building and education over short-term job placement when appropriate, and second by developing stronger expertise in high-growth employment sectors. We are exploring potential adjustments to the model such as enhanced education and training, employer input, and assistance to members with any barriers they face so that Jobs-Plus results in long-term job retention and advancement for its members.

<b>Current Jobs-Plus Sites</b>				
<b>Developments Served</b>	<b>Provider</b>	<b>Borough</b>	<b>Neighborhood</b>	<b>Contract Start</b>
Jefferson, Clinton, and Johnson Houses	Urban Upbound	Manhattan	East Harlem	January 2017
Betances, Moore, Melrose and East 152 <sup>nd</sup> Street/Courtlandt Ave. Houses	BronxWorks	Bronx	South Bronx	April 2017
Astoria Houses	Urban Upbound	Queens	Astoria	March 2013
Mill Brook and Millbrook Ext. Houses	East Side House	Bronx	Mott Haven	April 2013
Wald & Riis II Houses	Henry Street Settlement	Manhattan	Lower East Side	March 2013
Mariners Harbor, Richmond Terrace, Stapleton, South Beach & West Brighton I and Todt Hill Houses	Arbor/ResCare Workforce Services	Staten Island	Staten Island	April 2013
Sack Wern, Clason Point & Monroe Houses	Goodwill Industries of Greater NY and NJ	Bronx	Soundview	April 2013
Marcy, Lafayette, Armstrong I & II Houses	Bedford Stuyvesant Restoration Corporation	Brooklyn	Bedford Stuyvesant	March 2013
Brownsville & Van Dyke I Houses	DB Grant Associates	Brooklyn	Brownsville	November 2013
Pennsylvania Ave.-Wortman Ave. Houses	Bedford Stuyvesant Restoration Corporation	Brooklyn	East New York	March 2017

***The most recently released version of the Jobs-Plus RFP and relevant attachments are appended below. Please note that some information may be outdated.***

# Jobs-Plus

Dear Community Members:

The New York City Human Resources Administration (HRA) issues this Request for Proposals (RFP) for Jobs-Plus. In New York City (NYC), Jobs-Plus is jointly administered by HRA, the NYC Housing Authority (NYCHA), the Department of Consumer Affairs (DCA), and the NYC Center for Economic Opportunity (CEO). HRA is the lead partner in the effort because of its focus on long-term outcomes through employment and work supports.

Expanding the City's existing Jobs-Plus sites, this RFP seeks up to three (3) qualified service providers to operate Jobs-Plus sites for residents of NYCHA developments in East Harlem, East New York, and the South Bronx. The Jobs-Plus model aims to increase earnings among public housing residents by saturating selected developments with employment services, financial counseling/related supports, and community-building activities that support work.

New York City's support of Jobs-Plus brings additional services to high-need neighborhoods, leverages existing resources, and mobilizes stakeholders (residents, non-profit organizations, and City agencies), who each bring diverse and critical capabilities and capacities around NYCHA residents in their achievement of long-term success. Jobs-Plus is implemented in close alignment with the recommendations from Mayor Bill de Blasio's *Career Pathways: One City Working Together* report as well as the transformation of the entire NYC workforce development system to a career pathways approach, a guiding strategy and framework for how elements of the City's workforce system align and connect to one another – supporting individuals along an established route to skilled professions offering family-supporting wages. Each step allows participants to gain marketable skillsets and prepares them for their next step along the career path. The career pathways approach connects progressive levels of education, training, support services, and credentials, working with employers to grow a pipeline of skilled workers for in-demand occupations.

Jobs-Plus represents robust interagency partnership that is a hallmark of Mayor de Blasio's administration. In an increasingly complex and resource-constrained job training and human service environment, integrated service models help improve the efficiency and effectiveness of services for job seekers. It is important for local governments to coordinate services for individuals who may have to interact with multiple departments and agencies.

Jobs-Plus has been a prominent effort that is concurrent with better outcomes across the partner agencies, because of their involvement and collaboration with one another. For example, NYCHA has increased the utilization of the Earned Income Disallowance (EID) benefit system-wide as a result of improvements made through Jobs-Plus. The EID is a benefit available to residents of all HUD-funded public housing authorities, but promotion and take-up historically have been low. Because of its experience implementing the EID within Jobs-Plus, NYCHA revised its EID policy and procedures, automated the EID calculation process, and retrained nearly 1,000 frontline staff. Consequently, as of March 2016, 7,496 (85%) of NYCHA's 8,722 reported EID cases since 1982 occurred after the 2012 revision of the policy.

We look forward to receiving your proposals and we thank you for your careful consideration of this RFP.

Sincerely,



Commissioner Steven Banks

# Request for Proposals

## Jobs-Plus

EPIN: 09616I0016

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  - E. Monitoring, Systems, and Reporting 5 points
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4. Basis for Contract Award and Procedures
  - A. Proposal Evaluation
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**IMPORTANT NOTE:** This Request for Proposals is issued through the HHS Accelerator system to those organizations prequalified in the relevant service areas. Likewise, proposals must be submitted through the HHS Accelerator system in the manner set forth in the 'Procurements' section of the system by those same prequalified organizations. Go to [www.nyc.gov/hhsaccelerator](http://www.nyc.gov/hhsaccelerator) to learn more.

## Basic Information

<b>RFP Release Date</b>	July 15, 2016																	
<b>Proposal Due Date</b>	September 7, 2016																	
<b>Pre-Proposal Conference</b>	Date: August 4, 2016	Time: 2:00 PM	Place: 150 Greenwich Street (4 World Trade Center), 43rd Floor New York, NY 10007															
	Please note security at 150 Greenwich Street requires that all visitors provide identification (with photo) to be admitted into the building. <b>Please send an email to <a href="mailto:Accoprocurements@hra.nyc.gov">Accoprocurements@hra.nyc.gov</a> with the names of the individuals expected to attend from your organization no later than the day before the Pre-Proposal Conference. Please include RSVP and the title of the RFP in the subject line of the email.</b> Please arrive at least fifteen (15) minutes early to ensure adequate time for security procedures. In addition, contractors should bring a copy of the RFP to indicate the purpose of the individual's visit to the building.																	
<b>Anticipated Contract Term</b>	Service Areas I and III: 1/2/2017-1/1/2020 (with option to renew for up to 3 years) Service Area II: 1/2/2017-1/1/2020 (with option to renew for up to 1 year) <sup>1</sup>																	
<b>Questions Regarding this RFP</b>	Questions regarding this RFP must be transmitted in writing to <a href="mailto:ESRFPComments@hra.nyc.gov">ESRFPComments@hra.nyc.gov</a> . Please use "Jobs-Plus RFP questions" in the subject line of the email.																	
<b>Anticipated Funding and Payment Structure</b>	<ul style="list-style-type: none"> <li>• Anticipated total maximum available funding: \$7,245,000 (\$2,415,000 annually)</li> <li>• Anticipated # of contracts: 3</li> </ul>																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Service Area</th> <th style="text-align: center;">Anticipated # of Contracts</th> <th style="text-align: center;">Annual Maximum Funding per Contract<sup>2</sup></th> <th style="text-align: center;">Total Funding</th> </tr> </thead> <tbody> <tr> <td>I: East Harlem</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$1,050,000</td> <td style="text-align: right;">\$3,150,000</td> </tr> <tr> <td>II: East New York</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$315,000</td> <td style="text-align: right;">\$945,000</td> </tr> <tr> <td>III: South Bronx</td> <td style="text-align: center;">1</td> <td style="text-align: right;">\$1,050,000</td> <td style="text-align: right;">\$3,150,000</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Anticipated payment structure: <ul style="list-style-type: none"> <li>○ Service Areas I and III: 70% Line-Item Reimbursement and 30% Performance-Based Payment</li> <li>○ Service Area II<sup>3</sup>: 100% Line-Item Reimbursement</li> </ul> </li> </ul>			Service Area	Anticipated # of Contracts	Annual Maximum Funding per Contract <sup>2</sup>	Total Funding	I: East Harlem	1	\$1,050,000	\$3,150,000	II: East New York	1	\$315,000	\$945,000	III: South Bronx	1	\$1,050,000
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<b>Competition Pools (Service Areas)</b> <b>Note: A complete and separate proposal, including all required documents, must be submitted for <u>each Service Area</u>.</b>	<ul style="list-style-type: none"> <li>• I: East Harlem (Jefferson, Clinton, and Johnson Houses)</li> <li>• II: East New York (Pennsylvania Avenue-Wortman Avenue Houses)</li> <li>• III: South Bronx (Betances, Moore, East 152<sup>nd</sup> Street-Courtlandt Avenue, and Melrose Houses)</li> </ul>																	
<b>Questions Regarding this RFP</b>	<ul style="list-style-type: none"> <li>• Questions regarding this RFP must be transmitted in writing to the designated agency email address.</li> <li>• Questions received prior to the Pre-Proposal Conference will be answered at the conference.</li> <li>• Substantive information/responses to questions addressed at the conference will be released in an addendum to the RFP to all organizations that are prequalified to propose to this RFP through the HHS Accelerator system, unless in the opinion of the Agency, the question is of a proprietary nature.</li> </ul>																	
<b>Subcontracting</b>	<ul style="list-style-type: none"> <li>• Subcontracting is permitted; however, there must be one lead agency.</li> </ul>																	

<sup>1</sup> Please note that Service Area II would be a three-year contract with a renewal option for one year because the length of the funding source (U.S. Housing and Urban Development, or HUD, Jobs-Plus initiative grant) is four years.

<sup>2</sup> Funding levels for Service Areas I and III are consistent with the flat funding level (\$1,050,000) per year, regardless of number of residents in targeted developments, for all other Jobs-Plus expansion sites in New York City.

<sup>3</sup> The development to be served in this service area has been dictated by the HUD grant. This development contains fewer residents than would historically constitute a stand-alone Jobs-Plus site in New York City. Because an exception is being made for this smaller-sized development, this contract will be 100% line-item, though the contractor will still be held to the same level of performance expectations as any other New York City Jobs-Plus site. See Attachment K for performance assumptions and expected outcomes.

## Proposal Submission Instructions

<b>General Guidelines</b>	<ul style="list-style-type: none"> <li>All Proposals must be submitted utilizing the Procurement Tab of the HHS Accelerator system at <a href="http://www.nyc.gov/hhsacceleratorlogin">www.nyc.gov/hhsacceleratorlogin</a> by providers with approved HHS Accelerator Applications, including Business Application and required Service Application(s) for the areas listed in the Services and Providers Tab.</li> <li>Proposals received after the Proposal Due Date and Time are late and shall not be accepted, except as provided under New York City’s Procurement Policy Board Rules, Section 3-16(o)(5).</li> <li>Please allow sufficient time to complete and submit Proposals, which includes entering information, uploading documents and entering log-in credentials. The HHS Accelerator system will only allow Providers to submit Proposals prior to the Proposal Due Date and Time.</li> <li>Providers are responsible for the timely electronic submission of proposals. <b>It is strongly recommended that Providers complete and submit their Proposals at least 24 hours in advance of the Proposal Due Date and Time.</b></li> <li>Resources such as user guides, videos, and training dates are listed at <a href="http://www.nyc.gov/hhsaccelerator">www.nyc.gov/hhsaccelerator</a>. For more information about submitting a proposal through the HHS Accelerator system, please contact <a href="mailto:info@hhsaccelerator.nyc.gov">info@hhsaccelerator.nyc.gov</a>.</li> </ul>	
<b>Proposal Details</b>		
<b>Basic Information</b>	<ul style="list-style-type: none"> <li>Enter Program Name</li> <li>Select Competition Pool</li> </ul>	
<b>Provider Contact</b>	<ul style="list-style-type: none"> <li>Select member of your organization who will be the primary contact</li> </ul>	
<b>Funding Request</b>	<ul style="list-style-type: none"> <li>Enter the total funding request for the Service Area you are proposing to serve</li> </ul>	
<b>Questions</b>	<ul style="list-style-type: none"> <li>Enter the Propose to Service Area</li> <li>Enter your organization’s federally approved indirect rate. Enter NA if you do not have a federally approved indirect rate.</li> </ul>	
<b>Site Information</b>	<ul style="list-style-type: none"> <li>Please indicate the proposed site address where the services will be provided</li> </ul>	
<b>Proposal Documents</b>		
<b>Required Documents</b>  <b>Note: A complete and separate proposal, including all required documents, must be submitted for <u>each Service Area.</u></b>	<b>Document Type</b>	<b>Description</b>
	Proposal	Completed Structured Proposal Form
	Budget	Completed Proposal Budget Summary
	Staff Resumes/Job Descriptions	Resumes and/or job descriptions of all staff positions
	Doing Business Data Form	Completed Doing Business Data Form
	Organizational Chart	Proposer organizational chart, including proposed Jobs-Plus program
	Service Flowcharts	Program approach flowcharts (combine all flowcharts from Section II A and B)
	Assessment Tools	Proposed assessment tools
	Career Plan	Proposed career plan elements
	Letters of Intent	From organizations, including subcontractors and partners, providing educational support, social support, and/or any other services to support success of the Jobs-Plus program (combine all letters from Section II A, B, and C)
Site Control	Proof of Site Control (Service Areas II & III only)	
Annual Report	Copy of most recent audit report	
<b>Optional Documents</b>	Contract Agreements	Formalized agreements from organizations that are subcontractors or partners (combine all contract agreements from Section II A, B, and C)
	Federal Indirect Rate	Federally Approved Indirect Rate Documentation
<b>Additional Requirements for Documents</b>	<ul style="list-style-type: none"> <li>Proposal document file size cannot exceed 12 MB.</li> <li>Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx).</li> <li>Only one document file can be added to each required document slot. If you need to combine documents, complete one of the following steps: <ul style="list-style-type: none"> <li>For Word documents: Cut and paste contents of all resumes into one Word document.</li> <li>For PDF documents: Combine files into a single PDF.</li> </ul> </li> </ul>	

## **Section 1 – Program Background**

### **A. Program Purpose and Background**

Across the New York City Housing Authority's (NYCHA) 328 public housing developments, 46% of all working-age, residents without disabilities report being unemployed, the average household income is \$23,000, and 49% of NYCHA households earn below New York City's average median income.<sup>4</sup> These numbers tell the story of hundreds of thousands of New Yorkers who, to varying degrees, have not meaningfully connected with labor markets, professional networks, and/or local and regional economic development opportunities. For those residents who are employed, many are earning low wages and have been unable to acquire skills and pursue continued education, components that are critical for the career advancement and income growth needed to break the cycles of poverty prevalent within public housing communities.

With a mission to increase the levels of earnings and employment in targeted public housing communities, the Jobs-Plus model was developed and tested between 1998 and 2008 by MDRC—a nationally recognized social research firm. This major national demonstration was supported by the U.S. Departments of Health and Human Services (HHS), Labor, and Housing and Urban Development (HUD), the Rockefeller Foundation, the Annie E. Casey Foundation, and other philanthropic institutions. After rigorous evaluation, MDRC found that when the program was implemented well, residents of the targeted developments increased their earnings by 16%. Additionally, gains in earnings were sustained over seven years, including three years post-demonstration and positive effects were observed across diverse sub-groups including those receiving Temporary Assistance for Needy Families, or TANF. Overall, this initial Jobs-Plus demonstration helped hundreds of residents to obtain employment while many others were able to maintain and/or upgrade their jobs.<sup>5</sup>

Based on evidence from this demonstration, in 2009, the first replication of Jobs-Plus in New York City was established at Jefferson Houses in East Harlem, led by the Center for Economic Opportunity (CEO) and operated by the City University of New York (CUNY) Hostos Community College. A second Jobs-Plus site, which opened in August 2011, is operated by BronxWorks in the South Bronx and serves residents of Betances, Moore, and East 152<sup>nd</sup> Street-Courtlandt Avenue Houses. This site is funded by private and federal grants and is administered by CEO and the Mayor's Fund to Advance New York City. Recognizing that Jobs-Plus was placing high numbers of young men of color into employment, CEO and a collaborative of NYC agencies including the Human Resources Administration (HRA), the New York City Housing Authority (NYCHA), the Department of Consumer Affairs/Office of Financial Empowerment (DCA/OFE), and the Department of Small Business Services (SBS) expanded Jobs-Plus services in 2013 from serving one public housing development to twenty through a major expansion under the NYC Young Men's Initiative.<sup>6</sup> As such, young men of color are a key sub-population of interest for this

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<sup>4</sup> These figures are provided by the New York City Housing Authority (NYCHA). Per the American Community Survey, median household income in New York City in 2014 was \$54,310, or ~\$4,525 per month.

<sup>5</sup> Riccio, James A. Sustained Earnings Gains for Residents in the Public Housing Jobs Program: Seven Year Findings from the Jobs-Plus Demonstration. Policy Brief. New York: MDRC, 2010.

<sup>6</sup> The NYC Young Men's Initiative (YMI) is a cross-agency enterprise committed to finding new ways to tackle the crisis affecting young Black and Latino men.

program. See Attachment J for more information about current New York City Jobs-Plus programs. Jobs-Plus has received recognition as an effective model by the federal government, and Jobs-Plus has been replicated nationwide by the U.S. Department of Housing and Urban Development (HUD).

Accordingly, HRA seeks up to three (3) qualified service contractors through this Request for Proposals (RFP) to operate Jobs-Plus in three Service Areas: East Harlem, East New York, and South Bronx. HRA welcomes proposals from single organizations with strong partnerships as well as joint proposals from a consortia and/or coalition of providers.

HRA expects that selected contractors would implement the Jobs-Plus model in close alignment with the recommendations from the *Mayor's Career Pathways: One City Working Together* report and in line with the goal of transforming the entire NYC workforce development system to a career pathways approach,<sup>7</sup> a guiding strategy and framework for how elements of the City's workforce system align and connect to one another – supporting individuals along an established route to skilled professions offering family-supporting wages. Each step allows participants to gain marketable skillsets and prepares them for their next step along the career path. The career pathways approach connects progressive levels of education, training, support services, and credentials, working with employers to grow a pipeline of skilled workers for in-demand occupations. For more detailed definitions of Career Pathways and its major elements, see Attachment D.

Additional resources and lessons learned for implementation of Jobs-Plus can be found here: [http://www.nyc.gov/html/ceo/downloads/pdf/Jobs-Plus\\_Report\\_October\\_2015.pdf](http://www.nyc.gov/html/ceo/downloads/pdf/Jobs-Plus_Report_October_2015.pdf).

## **B. Target Population**

Jobs-Plus targets all working-age<sup>8</sup> residents who reside in the specified NYCHA developments. This includes a wide age range of individuals, including those who may be unemployed, underemployed, or seeking career advancement and a range of demographics, including young men between the ages of 18 and 24 who constitute a significant portion of the NYCHA population. Additionally, Jobs-Plus contractors are allowed to enroll a small population of individuals who do not reside in specified NYCHA developments but who seek and would benefit from Jobs-Plus services. Target populations per Service Area include:

### Service Area I: East Harlem Jobs-Plus

A contractor will be selected to continue an existing Jobs-Plus program in the East Harlem section of Manhattan. This contractor would target residents of Jefferson, Clinton, and Johnson Houses. HRA and its partners would work closely with the newly selected contractor to ensure a seamless transition of services from the previous contractor.

### Service Area II: East New York Jobs-Plus

A contractor will be selected to launch a new Jobs-Plus program in East New York. This contractor will target residents of Pennsylvania Avenue-Wortman Avenue Houses, per anticipated award to New York City for funds through a U.S. Housing and Urban Development Jobs-Plus grant<sup>9</sup> if federal funding is attained.

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<sup>7</sup> <http://www1.nyc.gov/assets/careerpathways/downloads/pdf/career-pathways-full-report.pdf>

<sup>8</sup> While Jobs-Plus targets those who are working-age (18-59), individuals who are younger or older than working-age can be served as well.

<sup>9</sup> Additional guidance for HUD funding can be found at <http://portal.hud.gov/hudportal/documents/huddoc?id=15-01sdn.pdf>



### Service Area III: South Bronx Jobs-Plus

A contractor will be selected to continue an existing Jobs-Plus program in the South Bronx. This contractor would target residents of Betances, Moore, East 152<sup>nd</sup> Street-Courtlandt Avenue, and Melrose Houses. HRA and its partners would work closely with the newly selected contractor to ensure a seamless transition of services from the previous contractor.

For more information and addresses for all NYCHA developments included in the Service Areas of this RFP, see Attachment E. Visit <http://www1.nyc.gov/site/nycha/about/developments.page> for additional information.

Greater consideration will be provided to proposers who have experience working with NYCHA or with public housing residents; have understanding of NYCHA policies; and have successful experience working in public housing developments.

Contractors would serve residents of targeted developments, which contain subpopulations including (but not limited to):

- Residents who are young men between the ages of 18-24, who constitute a significant portion of the NYCHA population
- Residents with Limited English Proficiency (LEP) needs
- Residents who are domestic violence survivors
- Residents who identify as lesbian, gay, bisexual, transgender, questioning, intersex, and gender non-conforming
- Residents with disabilities, including physical disabilities and mental illness
- Residents who have existing employment but seek additional employment and/or career advancement

HRA strongly encourages proposers to build contractual partnerships among providers specializing in serving such sub-populations. Proposers can demonstrate expertise with multiple populations but should also develop subcontracts and linkages with other groups in order to ensure that the program services have the broadest reach possible. Greater consideration will be provided to proposers with specific experience serving this range of populations or those that subcontract with other providers which have specific experience serving these populations.

For example, a proposal could include a consortium of groups, through subcontracts, in which there are multiple community-based organizations that provide sub-population-specific services in partnership with an employment services provider with a proven track record that provides strategic guidance, backup assistance to the staff of the community-based organizations, and other oversight. Ultimately, HRA seeks to ensure that individual organizations focus on the work that is their “highest and best use” and that the constellations of groups proposing to work together provide the full range of services needed to assist NYCHA residents. Once contractors enter into subcontracting agreements with other organizations, severing of subcontracts is subject to prior approval from HRA.

### **C. Program Model**

Jobs-Plus is a comprehensive place-based employment model that offers a variety of comprehensive services to working-age residents in designated public housing developments. Jobs-Plus program services are individually tailored and take into account each resident’s unique needs and career

interests. While the majority of services are offered onsite in the development or close nearby, Jobs-Plus contractors also work closely to build effective partnerships, per a career pathways approach, with other organizations which offer social supports, educational services, mentorship, and internships. As such, residents may access these services outside of the Jobs-Plus site.

The Jobs-Plus model includes three core components: Employment Services, Financial Counseling and Related Work Supports, and Community Support for Work<sup>10</sup>. When fully implemented, this combination of offerings has proven to result in a significant and sustained boost to residents' earnings.

#### **D. Government Agency Collaboration**

A number of NYC agencies, known as the Collaborative, work together to oversee Jobs-Plus.

##### **1. New York City Human Resources Administration (HRA)**

The Human Resources Administration (HRA) is committed to the reduction of poverty and income inequality in New York City. Toward this end, HRA provides public assistance benefits and services, to economically disadvantaged individuals and families to meet basic needs. These include: Cash Assistance, accorded through the federal government's Temporary Assistance to Needy Families (TANF) and New York State's Safety Net programs, Supplemental Nutrition Assistance, connections to Medicaid, work supports such as child care and car fare, services related to child support, domestic violence, HIV and AIDS, adult protective services, disability assistance, housing assistance, and legal services, among others.

Since Cash Assistance benefits are temporary, HRA provides employment services, including education and training, that are intended to strengthen existing skills, improve work-readiness, and increase access to opportunities so that these participants and others such as employable recipients of Supplemental Nutrition Assistance (SNAP) or non-custodial parents (NCPs), may obtain meaningful employment. The goal of HRA's employment services is to support successful attachment to the labor market so that participants may no longer require public benefits, or fail to comply with child support orders and instead will be in a position to manage, support and maintain their household independently. HRA offers employment services to individuals who are mandated to participate and is moving away from reliance on a one-size-fits-all employment approach to a more diverse, individualized approach that focuses on improving employment and training outcomes so that many more clients have an opportunity to achieve increased economic security by obtaining employment—and moving out of poverty. Jobs-Plus serves residents of targeted housing developments, regardless of whether those residents receive HRA benefits. Jobs-Plus will be able to take advantage of referrals to other HRA-managed employment services to which Jobs-Plus members may be eligible.

HRA also connects custodial parents to child support services, within which additional child support income can assist families in moving out of poverty. In addition, HRA connects noncustodial parents to child support services to assist in aligning child support orders with earnings and avoiding or reducing child support debt that can serve as a barrier to connecting and retaining employment,

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<sup>10</sup> The term "community support for work" refers to the strengthening of social ties among residents to help support their job preparation and work efforts and engaging local stakeholders in supporting resident advancement. This term was used in the national demonstration of Jobs-Plus and is explained in detail throughout this RFP.

complying with child support, or connecting to their children. HRA connects clients to health insurance benefits as a work support.

Many clients receive their Medicaid benefits along with their Cash Assistance; others who do not receive the benefit through another program must apply for coverage separately. HRA Medicaid offices can assist a client in applying for health insurance, such as community Medicaid coverage, long term care Medicaid coverage and/or nursing home coverage. Some clients can apply via HRA, while others need to apply through the New York State of Health (NYSOH) Exchange. All Medicaid offices can direct a client on how to apply for coverage.

**HRA's roles in Jobs-Plus include:** Serving as the primary program administrator, awarding and overseeing financial administration of performance-based contracts; accountability management; data and information sharing; reporting and administration of Jobs-Plus data system; strategy advisement and technical assistance; and connection to medical insurance through Medicaid (or the NYS Health Exchange), nutrition assistance through the Supplemental Nutrition Assistance Program (SNAP), work supports, housing assistance, child support order establishment, enforcement, modification and debt reduction through HRA's Office of Child Support Enforcement (OCSE), among other HRA-administered benefits and services.

## **2. New York City Housing Authority (NYCHA)**

The New York City Housing Authority's (NYCHA) mission is to increase opportunities for low- and moderate-income New Yorkers by providing safe, affordable housing and facilitating access to social and community services. NYCHA also administers subsidized rental assistance in private homes through NYCHA's Section 8 Leased Housing Program. Through the Office of Resident Economic Empowerment & Sustainability (REES), NYCHA develops and implements programs, policies, and collaborations to measurably support residents' increased economic opportunities with a focus on financial literacy and asset building, employment and advancement, adult education and job training, and resident business development. NextGeneration NYCHA, NYCHA's ten year strategic plan, underscores NYCHA's commitment to connecting residents to quality economic opportunity services.

**NYCHA's role in Jobs-Plus include:** Providing affordable housing; administration of rent and other NYCHA-related incentives and resources; program guidance; connection to REES referral and recruitment partners; outreach support through referrals from NYCHA front line staff and access to NYCHA Communication Channels, where appropriate (i.e. REES e-newsletter and website, NYCHA social media); data sharing to inform quality service provision and evaluation; convening of Jobs-Plus sites; connection to NYCHA-focused employer-linked training and job opportunities (e.g. NYCHA Resident Training Academy); provision of space to host events (as available); connection to NYCHA stakeholders (e.g. Resident Associations) and community initiatives to heighten partner visibility and a REES Zone Coordinator who serves as the Jobs-Plus site's singular point of contact to REES

## **3. New York City Center for Economic Opportunity (CEO)**

The Center for Economic Opportunity (CEO) is the City of New York's anti-poverty innovation unit. Working in conjunction with City Agencies and other partners, CEO develops, manages and evaluates program and policy initiatives to help the City improve its systems and identify effective responses to poverty and its related challenges. CEO provides expertise in the areas of evaluation, policy research, and program design and management related to antipoverty programs and policies.

**CEO's roles in Jobs-Plus include:** Providing program guidance, accountability management, reporting requirements, evaluation, and technical assistance.

**4. New York City Department of Consumer Affairs, Office of Financial Empowerment (DCA/OFE)**

The NYC Department of Consumer Affairs Office of Financial Empowerment (DCA OFE, hereafter OFE) is the first local government initiative in the nation with a mission to educate, empower, and protect individuals and families with low incomes so they can make the most of their financial resources. Since its inception in 2006, OFE has launched and managed numerous financial capability and asset building efforts, redefining the role that local government can have in financial empowerment. OFE's goal is to increase access to high-quality, low-cost financial education and counseling; connect individuals to safe and affordable mainstream banking and products and services; improve access to income-boosting tax credits, savings, and other asset building opportunities; and enforce and improve consumer financial protections to safeguard financial stability. OFE's flagship program, the NYC Financial Empowerment Center initiative, provides free one-on-one high-quality financial counseling at nearly 30 sites across the City. The model is defined by professionally trained counselors, meaningful client outcomes measured through a rigorous data tracking system, and a number of integrated partnerships with nonprofits and City agencies.

**OFE's role in Jobs-Plus includes:** Providing oversight and expertise with regards to financial counseling, evaluation, and technical assistance.

**5. New York City Department of Small Business Services (SBS)**

The New York City Department of Small Business Services (SBS) makes it easier for businesses in New York City to form, do business, and grow by providing direct assistance to business owners, fostering neighborhood development in commercial districts, and linking employers to a skilled and qualified workforce. SBS implements workforce development programs through a network of Workforce1 Career Centers operated by contracted service providers, which helped over 35,000 New Yorkers secure jobs in 2011. The Community Partners Program, operated at each Workforce1 Career Center, connects clients of community organizations with available job opportunities at the career center.

**SBS's role in Jobs-Plus includes:** Coordinating participation of Jobs-Plus contractors in the Workforce1 Community Partners program.<sup>11</sup>

## **Section 2 – Program Expectations and Proposal Instructions**

**A. Employment Services**

**1. Program Expectations**

General Expectations

- a. The contractor would serve the following target population:
  - i. All working-age residents who identify as residing in specified developments:
    1. East Harlem: Jefferson, Clinton, and Johnson Houses
    2. East New York: Pennsylvania Avenue-Wortman Avenue Houses

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<sup>11</sup> For more information about Workforce1 Community Partners program, please see [http://home2.nyc.gov/html/sbs/wf1/downloads/pdf/WF1\\_Community\\_Partners\\_Overview.pdf](http://home2.nyc.gov/html/sbs/wf1/downloads/pdf/WF1_Community_Partners_Overview.pdf)

3. South Bronx: Betances, Moore, East 152<sup>nd</sup> Street-Courtlandt Avenue, and Melrose Houses
  - ii. A small population of individuals who reside outside of the targeted developments and seek services. Where necessary, the contractor would refer these individuals to other workforce development agencies who offer a comparable set of services.
- b. The contractor would tailor services to account for the unique challenges, interests, and needs of various demographic groups, including but not limited to:
  - i. Residents who are young men between the ages of 18-24, who constitute a significant portion of the NYCHA population
  - ii. Residents with Limited English Proficiency (LEP) needs
  - iii. Residents with current or past domestic violence involvement
  - iv. Residents who identify as lesbian, gay, bisexual, transgender, questioning, intersex, and gender non-conforming
  - v. Residents with disabilities, including physical disabilities and mental illness
  - vi. Residents who have existing employment but seek additional employment and/or career advancement
- c. Contractors would have a minimum of three (3) years successful experience managing programs of a similar scale and scope outlined in this RFP, directly providing Employment Services to low-income individuals (which can include, but is not limited to: Cash Assistance and/or SNAP clients, individuals with low literacy, and/or low-wage workers).
- d. Across all aspects of the elements listed in Employment Services, the contractor would provide services across employment sectors, and each contractor would have expertise/specialization in at least one of the HRA-identified target sector clusters:
  - i. Healthcare/social assistance
  - ii. Technology
  - iii. Industrial/manufacturing
  - iv. Construction
  - v. Food service/accommodation and retail/customer service
  - vi. Maintenance and security
  - vii. Transportation/warehousing

#### Intake and Enrollment

- e. The contractor would enroll residents in Jobs-Plus. In order to establish membership in the Jobs-Plus program, contractors would ensure residents<sup>12</sup> complete a Jobs-Plus intake form (see Attachment I for current form), which would be entered into a database provided by HRA. Although enrollment in Jobs-Plus is voluntary, the contractor would request that members provide proof of residency.

#### Orientation

- f. The contractor would provide an engaging and motivating orientation to establish rapport with new Jobs-Plus members, as well as inform members of the role of Jobs-Plus in the community and various program offerings. The orientation is also an opportunity to provide members with context about current labor market trends, learn about community needs, and foster a sense of togetherness among Jobs-Plus members. HRA encourages contractors to implement innovative and flexible orientation strategies, including offering orientations during different times of the day as well as on evenings and weekends in order to

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<sup>12</sup> Once individuals complete a Jobs-Plus intake form, they are considered to be "members," and are referred to as such for the remainder of their Jobs-Plus engagement.

accommodate members' needs. As some members prefer a one-to-one experience, orientations may be done individually or in small groups.

#### Assessment and Career Plans

- g. The contractor would use a variety of tools such as the Test of Adult Basic Education (TABE), job-readiness evaluations, member resumes, and sector-based assessments to determine how members' skills and interests align with labor market trends and employment, education, and training opportunities. Collectively, these assessment tools would be used to develop a Career Plan that outlines the successive steps a member would take to move up the career ladder and achieve their long-term goals.
  - i. Development of Career Plans would be a collaborative process between the member and the contractor staff and include a balance between the expertise of the staff and the desires of the member. Career Plans would be fluid, changing over time as members achieve goals and experience changes in their circumstances.
  - ii. As some members, particularly youth, may not have a strong sense of their desired career path, contractors would offer exposure to options by educating members about the knowledge, skills, and abilities needed to be successful in each career path. Additionally, while members would ultimately need to make their own decisions, contractor staff would provide coaching and advising around how individual members' work styles and preferences fit within the varying industries in order to aid in the decision making process.
  - iii. Contractors would address any barriers that members may have to achieving their stated career goals through direct service provision and/or referrals to educational and/or social support organizations for services such as (but not limited to): legal services; mental health services; services for parents including referral to HRA's Office of Child Support Enforcement or Family Court or other services such as fatherhood, healthy relationship and parenting; and services for lesbian, gay, bisexual, transgender, questioning, and gender non-conforming community members; and services for justice-involved members.

#### Ongoing Case Management

- h. Contractor would provide appropriate ongoing case management services that meet specific needs of NYCHA residents. Procedures/strategies would be developed to reengage participants who stop participating in Jobs-Plus before finding employment or engaging in education/training.
- i. Jobs-Plus staff would act as navigators to members, particularly during times of transition (e.g., transition into employment, transition out of the criminal justice system), using tailored strategies for varied transition-related needs.

#### Job-Readiness and Skill Development

- j. The contractor would utilize both the assessment and interactions with members to determine what level of job-readiness assistance is needed. The contractor would offer a range of activities to support members in developing the soft skills and hard skills necessary to achieve success in their chosen career path.
  - i. Basic Job-Readiness: The contractor would host individual or group workshops covering topics such as interview preparation, career exploration, application completion, problem solving and conflict resolution, meeting an employer's expectations, job search, effective time management, and professional communication. Depending on the member's preference and age group, workshops may include: role play, hand-outs, verbal and written exercises. The contractor would provide to members onsite training for basic typing skills as well as computer and internet navigation.

- ii. Sector-Based Job Advisement: The contractor would provide industry-focused advisement in alignment with the needs of employers and industry demands. Members would be instructed on the skills, knowledge, and abilities needed in a particular industry, what the work entails, and career path options, including salary expectations. Activities may include guest speakers or instructors who are employed in the desired industry, site visits or tours to organizations in the industry, and other innovative ways to expose and connect members to their desired industry.
- iii. High School Equivalency (HSE) and English as a Second Language (ESL): The contractor would offer access to HSE and ESL preparation courses and testing directly or through subcontract or partnership.
- iv. Vocational Training: Contractors would develop partnerships or subcontracts with other organizations for (or alternately provide directly) vocational training for in-demand occupations, which would meet the following criteria:
  - 1. The vocational training programs would have a demonstrated track record of providing industry-recognized training, credentialing, or sector-specific skills instruction that provide pathways to occupations with higher wages and opportunities for advancement.
  - 2. The curriculum of the vocational training programs would be informed by industry and employer demand.
  - 3. The vocational training programs would have a proven record of success in advancing the employment prospects of individuals who have completed the program.
  - 4. Where possible, the curriculum of the programs would be hands on and emphasize learning by doing, through class projects, simulations, and use of workplace materials, problems, and scenarios.
  - 5. Contractors would prioritize partnering with organizations that offer (or directly providing) trainings that lead to middle-skill jobs.
  - 6. Ideally, trainings would be conducted onsite at the Jobs-Plus office where possible.
- v. College Access: The contractor would promote access to and completion of affordable two-year and four-year college degree programs primarily at the City University of New York (CUNY). As such, the contractor would work with specialized CUNY programs such as CUNY Accelerated Study in Associate Programs (ASAP) and the CUNY Black Male Initiative (BMI) to ensure members have the support needed pre-and-post enrollment to successfully attain a degree. Additionally, the contractor would help members to complete the Free Application for Federal Student Aid (FAFSA).
- vi. Industry Partnerships: The contractor, with facilitation from HRA, would work with industry partnerships, such as New York Alliance for Careers in Healthcare and Tech Talent Pipeline, to ensure strategies are demand-driven and include employer/industry input (for job development but also assessment criteria and training curricula).
- vii. Other Service Options: The contractor may offer (directly or through subcontract or partnership) the following services to members. Offering these services is optional and not required for contractors:
  - 1. Bridge Instruction: The contractor may offer, directly or through partnership, bridge programming aimed at increasing education levels to help members qualify for vocational training, employment, or further education offerings. The

contractor may refer to the NYC Bridge Bank for guidance on identifying appropriate bridge program models.<sup>13</sup> The NYC Bridge Bank is a repository of open-source curricula and program development resources. For more detailed information about bridge instruction, please see Attachment D.

2. Internships: The contractor may establish internship opportunities with employers that are specifically geared towards members' career interests and are consistent with New York State Department of Labor standards for internships (see Attachment M). This may include unpaid or paid experiences. Ideally, some portion of these opportunities would lead to permanent employment for members who successfully complete the internship.
3. Mentorship: The contractor may identify individuals and organizations to provide mentorship services to Jobs-Plus members. Ideally, members would be paired with mentors who are employed in their desired industry; however, general mentorship may also be beneficial to members. Additionally, members may be paired with other members to serve as mentors.

#### Employer Engagement and Job Placement

- k. The contractor would offer employment opportunities to members and develop a comprehensive and robust employer engagement strategy in order to establish, maintain, and deepen employer relationships over time, to ensure program services meet employer needs, and to prepare clients for in-demand jobs.
  - i. Job placement services would be individualized based upon members' age, level of readiness, experience, skills, and other relevant factors.
  - ii. The primary method of placement would be through direct employer engagement; however, contractors would also help members secure employment via assisted job search and through partners such as Workforce1 Career Centers. Contractors may also connect and engage with Trade Associations and Chambers of Commerce for employer opportunities.
  - iii. Contractor would input job orders, developed by contractor staff, into the HRA-provided database for tracking, evaluation, and, in certain cases, sharing with the larger network of Jobs-Plus contractors. The contractor would update job orders when they are filled or closed.
  - iv. Contractors would host job fairs, connect members to job fairs throughout the City, and offer employers on-site recruiting opportunities as appropriate.
  - v. Employer engagement strategies would be demand-driven, based upon a working knowledge of labor market trends in New York City that are relevant to Jobs-Plus members, using quarterly prospecting plans, which indicate contractor's target industries and employers for placing members during the upcoming quarter and the placement volume expected by the contractor.
  - vi. Contractors would prioritize employer relationships that offer the best quality of job opportunities to members including positions that are permanent and pay a living wage as well as offer full-time work, benefits, and advancement opportunities.

#### Retention and Advancement Services

- l. The contractor would provide strong sector-focused retention and advancement services to members. Contractor support would be consistent with career pathways framework of

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<sup>13</sup> NYC Bridge Bank: <http://www1.nyc.gov/site/careerpathways/strategy/nyc-bridge-bank.page>



successive movement up a career ladder in a specific sector with increasing wages, leading to long-term self-sufficiency.

- i. **For Service Areas I and III only, contractor would provide retention and advancement services to new participants as well as existing participants who were placed into jobs by the previous Jobs-Plus program.**
- ii. Ongoing communication: Contractor staff would ensure immediate, consistent, and strategic contact is maintained with members beyond job placement. Contractors would know members' work schedules, establish continuing appointments that work for members as soon as employment is confirmed, and use varied methods of contact such as Skype, Facebook, text, email, and phone to communicate with members who are placed in employment.
- iii. Career Planning and Advancement: Contractor staff would continue to develop members' career plans to reflect their new work experience and set new goals around education, training, skill development, and career advancement that are relevant to their current employer as well as their industry.
- iv. Incentives: Contractor staff would provide incentives to members upon placement and throughout the retention period. Although Metrocards have been the traditional incentive offering, Jobs-Plus contractors would be encouraged to develop innovative incentives that meet member needs and promote healthy financial habits. For example, a contractor may work with a financial institution to offer a matched savings account or offer to pay for members' licenses, uniforms, and/or other job-related expenses.
- v. Coaching: Contractor staff would coach members on a variety of work-related topics such as: adjusting to work expectations, taking demands from a supervisor, identifying travel alternatives, securing back-up childcare in the event of a provider emergency, and asking for a raise.
- vi. Employer advocacy: Contractor staff would work with employers to understand how members are performing on the job, what support members may need, prospects for advancement, and to address any employer-related challenges that may arise such as a reduction in work hours.

## **2. Proposal Instructions:**

- a. Complete Section 2, A: Employment Services, questions 1-5 of Attachment N: Jobs-Plus Structured Proposal Form.
- b. Attach and describe proposed assessment tools that would be used to gauge member education, literacy, and/or skill levels.
- c. Attach and describe proposed Career Plan elements and assessment questions necessary to help individuals achieve employment and advance in their careers.
- d. Attach and describe an anticipated participant flow chart that provides detail about activities from intake to service provision to follow-up that includes, for each step, the approximate timeframe and the various staff that would interact with participants.
- e. Attach letter of intent from any proposed partners/subcontractors in relation to proposed Jobs-Plus program.
- f. If applicable, attach a formal agreement from partners/subcontractors in relation to proposed Jobs-Plus program.

## **3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach and extent to which the contractor demonstrates successful relevant experience and/or capacity to deliver Employment Services based on the criteria to the target population in this section. It is worth a maximum of **30 points** in the Proposal Evaluation.

## **B. Financial Counseling and Related Supports**

### **1. Program Expectations:**

#### General Expectations

- a. Contractors would provide ongoing one-on-one financial counseling to assist members in setting and reaching financial goals, such as decreasing debt, obtaining and/or improving credit, connecting to safe and affordable financial products, and building assets. During these one-on-one interactions, Jobs-Plus staff would give members a comprehensive understanding of the tangible short- and long-term benefits of maintaining employment.
- b. Although the financial counselor would take the lead role in providing financial counseling, all staff would be versed in financial counseling program offerings and help ensure that members have an ongoing understanding and belief that maintaining sustained employment is rewarding.
- c. Contractors must select one of the following options for required financial counseling service provision:
  - i. Direct on-site provision, through appropriately qualified staff person/s, subject to approval by OFE, based on contractor capacity, relevant experience, and proposed approach for financial counseling service delivery. For more information, see Attachment H.
    1. For this option, contractors may either (1) employ a financial counselor with significant financial counseling experience or (2) employ a financial counselor with limited financial counseling experience and subcontract for technical assistance to provide training and supervision to the financial counselor.
  - ii. Direct on-site provision of financial counseling by subcontracting with one of OFE's Financial Empowerment Center (FEC) providers to provide financial counseling to members. A list of FEC providers can be found at <http://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page> listed under "Partner" for each site.
  - iii. Direct on-site provision, through an appropriately qualified subcontractor (which does not operate a FEC), subject to OFE approval. A list of organizations in DCA OFE's Financial Education Network (FEN) may be found here: <https://a866-bcportal.nyc.gov/OFEDirectory/DirectorySearch.aspx>. Some of the organizations in the FEN may be qualified to provide financial counseling services. Jobs-Plus contractors may select an organization that is not a current member of the FEN, subject to DCA OFE and HRA approval.

#### Earned Income Disallowance (EID)

- d. The contractor would become familiar with NYCHA rent policies and work closely with local NYCHA property management offices to ensure awareness of, application for, and uptake of the EID for those members who qualify especially once members are employed and during their recertification period. Please visit <http://opportunitynycha.org/about-financial-empowerment/rent-incentives/> for resident Frequently Asked Questions about the EID and Attachment G for more information. **Please note that for Service Area II only: Service Area II (East New York) would pilot the Jobs-Plus Earned Income Disallowance (JPEID) under the HUD Jobs-Plus Initiative grant. Qualifying members of the Jobs-Plus program at the targeted development would have 100% of their incremental earned income excluded from their Family Rent calculation for up to four years dependent on the date of their qualifying event. For example, an eligible member who qualifies one year after the HUD grant begins would receive three years of the JPEID.**

- i. The contractor would develop marketing and outreach strategies, in coordination with NYCHA, that deliver messages and instructions to all residents of the developments about how they can take advantage of the EID even if they do not register for Jobs-Plus.
- ii. The contractor would attend trainings about NYCHA-related policies that could improve financial outcomes such as the EID, rent payment options (e.g., direct deposit), and rent delinquency policies.
- iii. The contractor would ensure that NYCHA-approved EID posters and other promotional materials are visible throughout the Jobs-Plus and available to members at all times.
- iv. The contractor would work with fellow Jobs-Plus sites as well as HRA and its agency partners to evaluate effectiveness of the EID as a work incentive.

#### HRA Office of Child Support Enforcement Collaboration

- e. The contractor would work with HRA's Office of Child Support Enforcement (OCSE) to provide members with assistance establishing, modifying, and complying with a child support order. In particular, contractors would work to alleviate members' fear of garnishment as a disincentive to work.<sup>14</sup>
- f. During initial entry into Jobs-Plus, contractor's individual screening interviews would include a review of child support and its impact for custodial and non-custodial parents (NCPs). For those affected by child support, contractor would encourage members to complete the Universal Waiver of Confidentiality that would allow access to the Case Financial Status Form, provided by OCSE, that contains a current snapshot of each individual's child support case status, arrears owed, and obligation amount set as a result of a court order. Following this child support assessment, contractor would take actions to help custodial and non-custodial parents. For members who are custodial parents but do not have a child support case, Jobs-Plus would refer such individuals to OCSE to connect them to the child support program. For those who are non-custodial parents Jobs-Plus would make a referral to OCSE for the following services, as appropriate:
  - i. Modify DSS Order (MDO): NCPs who earn below \$14,448 per year, whose families were receiving Cash Assistance when the order was issued, and who are presently receiving Cash Assistance can meet with a child support worker located in HRA's Customer Service Walk-In Center and enter into an agreement that would change their payment to reflect their actual income.
  - ii. Arrears Cap: Child support debt owed to the government can be reduced for any NCP if the debt grew while the NCP's income was at or below the federal poverty level.
  - iii. Arrears Credit Program (ACP): In exchange for paying their current child support order for a year, NCPs may have their arrears owed to NYC reduced by up to \$5,000. The NCP can remain in the program for up to three years, potentially reducing arrears by \$15,000.
  - iv. New York State Earned Income Tax Credit (EITC) for Non-Custodial Parents: NCPs who pay their current child support in full may be eligible for a New York State noncustodial parent income tax credit.

#### Work Supports

- g. The contractor would work with HRA to ensure members have access to work supports including Supplemental Nutrition Assistance Program (SNAP) benefits and Health Insurance. Additionally, the contractor would offer free tax prep services annually in coordination with

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<sup>14</sup> Gardenhire-Crooks, Alissa, Susan Blank, and James A. Riccio. Implementing Financial Work Incentives in Public Housing: Lessons from the Jobs-Plus Demonstration. New York: MDRC, 2004.

Volunteer Income Tax Assistance (VITA) locations either in person or virtually. HRA and OFE would aide in establishing and maintaining these partnerships. Contractors would help members to access tax benefits such as the Earned Income Tax Credit (EITC).

- h. The contractor would work with members to ensure that they either have Medicaid coverage via the local district (HRA) or health insurance via their employer and/or the employer of a spouse or parent. If the individual is without coverage, the contractor will provide a listing of HRA offices where the member can either apply for Medicaid with HRA, (if categorically eligibly) or be assisted in applying for health insurance via the New York State of Health (NYSOH) Exchange.

Establishing and Increasing Credit

- i. The contractor would review credit reports and help members establish credit through access to credit builder loans, secured credit cards, and other suitable means. Additionally, members would receive assistance resolving incidents of identity theft, improving credit history and scores by developing healthy financial habits such as paying creditors on time, disputing incorrect information, negotiating with creditors, and resolving collection/harassment problems.

Reducing Debt

- j. The contractor would assist members in assessing their budget to develop a plan for paying off owed debt. Members would especially be encouraged to resolve debt carrying high interest rates.

Access to Banking Products

- k. The contractor would evaluate and educate members on appropriate safe and affordable financial products and services, and provide counseling on how to advocate with financial institutions for the most appropriate products and services such as NYC Safe Start Accounts.<sup>15</sup> Contractor would also provide support and guidance in appropriate and viable savings and asset-building strategies.

**2. Proposal Instructions:**

- a. Complete Section 2, B: Financial Counseling and Related Supports, questions 6-9, of Attachment N: Jobs-Plus Structured Proposal Form.
- b. Attach and describe an anticipated participant flow chart demonstrating how financial counseling components would be integrated into Jobs-Plus services.
- c. Attach letter of intent from partners/subcontractors in relation to proposed Jobs-Plus program.
- d. If applicable, attach formal agreements from any proposed partners/subcontractors in relation to proposed Jobs-Plus program.

**3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach and extent to which the contractor demonstrates successful relevant experience (for option i and iii only) and/or capacity to deliver Financial Counseling/Related Supports based on the criteria in this section. It is worth a maximum of **20 points** in the Proposal Evaluation.

**C. Community Support for Work**

**1. Program Expectations:**

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<sup>15</sup> The NYC SafeStart Account is a safe and affordable starter savings account available for New Yorkers. Features include No overdraft fees, No monthly fees, provided a minimum balance is met, minimum balance requirements are \$25 or less, and ATM card for withdrawals (*Note: It is NOT a debit card.*)

- a. Contractors and subcontractors would have successful experience managing programs of a similar scale and scope outlined in this RFP, directly providing Community Support for Work to low-income individuals (which can include, but is not limited to: Cash Assistance and/or SNAP clients, individuals with low literacy, and/or low-wage workers).

#### Marketing and Outreach

- b. The contractor would use diversified marketing strategies to reach a wide range of residents within each development, taking into consideration the varying demographics, needs, work experience, skills, education levels, and career interests of residents. Please note some coordination with NYCHA is required in the early stages of outreach development. Strategies may include but are not limited to:
  - i. Posting flyers within and around the development
  - ii. Advertising upcoming events and programs offerings on social media
  - iii. Engaging residents door-to-door, within and around the development/s
  - iv. Attending community events such as Tenant’s Association meetings, family days, and recreational events
  - v. Encouraging residents to refer a friend to the program
  - vi. Using traditional and automated services to contact residents via text, calls, and emails
  - vii. “Tabling” in front of Jobs-Plus office, outside, or inside of development

#### Community Coaches

- c. The contractor would recruit residents as Community Coaches to use a neighbor-to-neighbor approach in order to access their social network and encourage their fellow residents to take advantage of job placement and advancement opportunities. Contractors would ensure community coaches help to create a social environment where an emphasis on work is pervasive.
- d. Contractors would use Community Coaches strategically within their operation of Community Support for Work, using specific plans for the selection, structure, and training of Community Coaches.

#### NYCHA Touch Points

- e. The contractor would work with NYCHA to seize opportunities provided through routine interactions between NYCHA residents and local development staff as well as resident leadership to make referrals to Jobs-Plus and to share relevant information.
- f. Contractors would participate in ongoing meetings with NYCHA frontline staff, organized by Zone Coordinators, ensuring that there is a strong working relationship between Jobs-Plus contractor staff and NYCHA frontline staff, including ensuring effective use of the NYCHA Resident Referral System. These ongoing meetings would occur at regular frequencies.
- g. Contractor would understand the various “touch-points” (e.g., required reporting when a resident loses a job) at which NYCHA residents typically interact with NYCHA staff. These local referral networks, coordinated by NYCHA Office of Resident Economic Empowerment & Sustainability (REES), may include various units in NYCHA such as Property Management.

#### Partnerships

- h. The contractor would tap into local resources by partnering with supermarkets, barbershops, libraries, childcare providers, and others in order to promote Jobs-Plus services. In some cases, business may offer free services or discounts to Jobs-Plus members as a means of supporting their work efforts. Partnerships may be formal or informal depending on the nature of the business.
- i. The contractor would develop and maintain relationships with City agencies and other organizations in order to effectively connect members to education and training, social supports, and other programs/services. Contractors would remain up-to-date on changes in

program offerings and requirements for the services to which they refer members. Though Jobs-Plus serves residents of targeted housing developments, regardless of whether those residents receive HRA benefits, Jobs-Plus will be able to take advantage of referrals to other HRA-managed employment services to which Jobs-Plus members may be eligible. The Collaborative would provide ongoing trainings on City-sponsored services and would facilitate and coordinate connections to other City agency programs. See Attachment L for listing of such existing programs. Contractors are encouraged to develop additional opportunities with partnering organizations.

**2. Proposal Instructions**

- a. Complete Section 2, C: Community Support for Work, questions 10-12, of Attachment N: Jobs-Plus Structured Proposal Form.
- b. Attach letter of intent from partners/subcontractors in relation to proposed Jobs-Plus program.
- c. If applicable, attach formal agreements from any proposed partners/subcontractors in relation to proposed Jobs-Plus program.

**3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach and extent to which the contractor demonstrates successful relevant experience and/or capacity to deliver the elements of Community Support for Work based on the criteria in this section. It is worth a maximum of **15 points** in the Proposal Evaluation.

**D. Staffing**

**1. Program Expectations:**

Organizational Structure

- a. The contractor would have the capacity to integrate the program into its overall operations, as demonstrated by existing infrastructure, or would develop/expand infrastructure in order to support the program. This includes the ability and availability of executives at the contractor organization to play an effective role in developing, implementing, and overseeing the program.

Program Staff

- b. The contractor would use the list of recommended staff positions (to be adjusted, as needed, and subject to approval by HRA) and functions for each below, ensuring that all staff have clearly defined roles and responsibilities. **For Service Area II, the contractor would employ a smaller number of staff, consolidating staff responsibilities within positions.**
  - i. Program Director: provide program leadership, hire staff, and assess team; responsible for performance outcomes, program development, and community engagement; manage the budget; liaise with HRA and its agency partners. The Program Director must have at least a Bachelor's degree and must have a minimum of five (5) years of successful, similar experience. Program Directors may be subject to approval through HRA.
  - ii. Assistant Director: manage day-to-day operations; supervise staff; design and oversee outreach strategy; report on program performance; act as a Management Information System (MIS) liaison, both for HRA systems and for Jobs-Plus database
  - iii. Resource Coordinator(s) (i.e., Case Managers): assess resident's employment and training needs; arrange for support services; provide access to incentive programs, help members complete career plans

- iv. Employment Coordinators: contact prospective employers; conduct job-readiness workshops; plan and facilitate training workshops on employment-related topics; work closely with Workforce1 career centers; create and maintain relationships with employers; market Jobs-Plus members to employers; provide retention services
- v. Community Engagement Coordinator: plan and execute all program outreach and marketing; help Program Director to build “Community Support for Work” component of Program
- vi. Intake Specialist: welcome participants; verify eligibility; collect all necessary data for participant tracking and reporting
- vii. Community Coaches: residents who serve as liaisons and motivators (envisioned as several part-time positions)
- viii. Financial Counselor (if proposing to employ staff member/s on-site who provide financial counseling services): provide members with assistance in budgeting and access to free or low-fee bank accounts; assist members in understanding NYCHA rent incentives, the importance of child support, and the Earned Income Tax Credit; conduct child support assessment and refer to HRA’s Office of Child Support Enforcement, if necessary. Financial Counselors must have: at least a Bachelor’s degree and must have a minimum of two (2) years of successful, similar experience or Financial Counselors must have at least a Bachelor’s degree, and the contractor subcontracts with appropriate organization to offer technical assistance to provide training and supervision to the financial counselor.
- c. Contractor would ensure that the staff providing the services under the contract has appropriate educational, workforce development and/or sector-specific backgrounds, maintains applicable and appropriate credentials and certifications, and has experience serving economically disadvantaged individuals with varied degrees of job readiness and labor force involvement. HRA reserves the right to interview and to approve the hiring of all executive, managerial, and teaching staff, whether employed by the contractor or by subcontractors.
- d. The contractor would employ and maintain dedicated program staff for the effective delivery of services under this RFP. Staff would be able to manage the contract professionally and efficiently.
- e. Contractor would maintain adequate staffing levels at all times and adjust staffing levels to respond to fluctuations in demand for services as well as promptly notify HRA of all proposed changes that affect managerial or supervisory responsibilities or staffing patterns, caseload ratios, or the qualifications of the staff performing services and receive HRA’s approval prior to implementation.
- f. Contractor would provide oral and/or written translation and/or interpretation services to limited English proficient individuals who seek or receive benefits or services from contractor consistent with the City of New York’s Local Law 73 and Executive Order 120.

Ongoing Staff Development and Retention

- g. The contractor would:
  - i. Engage all staff in appropriate and on-going staff development activities, training on all aspects of the Jobs-Plus program, including HRA policies, procedures and systems, child support, and any additional training that HRA provides or recommends.
  - ii. Ensure all staff engages in HRA-led trainings as well as HRA-facilitated learning networks among Jobs-Plus contractors, where best practices and lessons learned can be shared among contractors.
  - iii. Implement specific strategies to ensure staff retention.

- iv. Ensure program staff meets regularly to review participant progress, exchange information, and share member service strategies.
- v. Host supervisory meetings with staff to discuss progress and performance towards expected outcomes, identify areas for growth, and provide additional resources.

**2. Proposal Instructions:**

- a. Complete Section 2, D: Staffing, questions 13-15, of Attachment N: Jobs-Plus Structured Proposal Form.
- b. Attach, for each staff position, a biography, resume and/or description of the qualifications that would be required.
- c. Attach an organizational chart for the proposed program, indicating lines of supervision and showing how proposed services would fit into the proposer’s organization.

**3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach to Staffing based on the criteria in this section. It is worth a maximum of **15 points** in the Proposal Evaluation.

**E. Monitoring, Systems, and Reporting**

**1. Program Expectations:**

Monitoring and Systems

- a. The contractor would maintain the highest levels of client confidentiality, including tight control over access to all systems (or any other electronic records) and to any paper records.
- b. The contractor would use a web-based management and evaluation tool, provided and funded by HRA, to track individual member achievement towards employment and measure overall program success, using NYC common metrics for career pathways (see Attachment D). Training would be provided by HRA and/or contracted database vendor, at no cost. Contractors would:
  - i. Maintain updated member records and ensure staff make at minimum weekly updates regarding member activities and progress.
  - ii. Working with HRA staff to define, design, program, test, train and implement automated interfaces as required by HRA.
  - iii. Manually scan documents (e.g., copy of credentials obtained by members, pay stubs, and employment verification letters), instituting HRA-specified quality control/quality assurance measures, and ensure all manually and electronically scanned documents would be transmitted to HRA.
- c. The contractor would use additional HRA- or City-hosted systems, including but not limited to Payment and Claiming System Web (PaCS Web) and HHS Accelerator.

Training and Technical Assistance

- d. Contractors would participate in training and technical assistance provided to contractor staff during the duration of the contract by the Technical Assistance and Training (TAT) team, currently made up of a combination of staff from MDRC, Public Works Partners, and Workforce Professionals Training Institute (WPTI).

Reports and Other Requirements

- e. The contractor would:
  - i. Submit an annual operating plan describing management and strategic functions plans for the coming contract year. (Contents of operating plans are expected to include: quantifiable goals, strategies, staff development, and other elements. More information about required contents of operating plans will be provided to awarded contractors prior to contract start.)



- ii. Participate in ongoing, accountability meetings, led by HRA. In these meetings, Jobs-Plus contractors would be held accountable for job-related and employment and advancement preparation performance (and any other performance deemed necessary) via reports provided through the HRA-provided system and other sources of information. During the meetings, strategies for performance and service provision, any administrative issues, and any other relevant topics would be discussed.
- iii. Participate in ongoing monitoring and evaluation activities, led by CEO or its designated evaluator. Such activities may include: site visits, surveys, interviews, focus groups, administrative records reviews, and other data collection and evaluation strategies. Contractors may also be required to submit member-level and aggregate program data for this evaluation that are in addition to any HRA requirements.
- iv. Use performance data to manage and continuously improve program operations, as necessary.
- v. Submit ongoing reports and other materials and cooperate with any other requests for data by HRA and/or other City agency partners. Contractors would be responsible for timely and accurate provision of all such reports/requests.
- vi. Monitor member satisfaction and create and maintain a plan for handling member grievances.
- vii. Ensure oversight and quality assurance of services performed by subcontractors. The lead contractor is accountable for all activities performed by subcontractors and would provide appropriate monitoring and corrective action to ensure subcontractors are achieving contract deliverables.
- viii. Participate in hands-on support from the HRA management team, including a Jobs-Plus operations manual and engagement in various learning networks with other Jobs-Plus contractors.

**2. Proposal Instructions**

- a. Complete Section 2, E: Monitoring, Systems, and Reporting, questions 16-17, of Attachment N: Jobs-Plus Structured Proposal Form.

**3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach to Monitoring, Systems, and Reporting based on the criteria in this section. It is worth a maximum of **5 points** in the Proposal Evaluation.

**F. Facilities and Sites**

**1. Program Expectations**

- a. The contractor would operate, per Service Area, service delivery site accordingly:
  - i. **For Service Area I, contractor would operate site located inside NYCHA’s Jefferson Houses at 335 E. 111th Street, New York, NY 10029.**
    - 1. **Contractor would be charged rent for the space (current annual rate is \$13 per square foot).**
  - ii. **For Service Areas II and III, contractor would operate a site out of a program office which meets the following criteria:**
    - 1. **Within close proximity to the NYCHA development/s the program would serve: Contractor may operate out of an office space of its choosing. The office must be located within walking distance (approximately 0.25 miles and with**

**no major highways or barriers between) of the closest building in the development/s served.**

- b. Contractor would operate service delivery site that meets all Americans with Disabilities Act requirements.
- c. Contractor would ensure the Jobs-Plus program office is operated in a professional space that is outfitted with standard office equipment, furniture, and supplies. The program office would have adequate technology for reliable internet access and telephone service, staff work stations, and common areas where classes, group meetings, on-site employer recruiting, and other activities can be conducted.
- d. Contractor would operate service delivery site(s) on weekend and evening hours, as necessary, to provide job search and post-employment retention services. Service delivery sites' operating hours, subject to the approval of HRA, would be established to ensure that members' needs are met.
- e. Contractors would ensure facilities meet the following requirements:
  - i. Have proof of site control: deed, lease agreement or binding letter of commitment from a landlord, owner, seller or public agency providing a site to the contractor for the time period services are to be performed under this RFP. Proof of site control is needed for each required site pursuant to this RFP. **For Service Area I only, where NYCHA is providing the space, proof of site control is not required.**
  - ii. Be fully operational by the contract start date.
  - iii. Be open for operation during normal working hours on City business days or obtain prior approval for closures, providing adequate and timely notice to HRA. Maintain night and weekend hours, to accommodate various member schedules, subject to HRA approval.
  - iv. Be compliant with all applicable New York City and State Codes.
  - v. Provide adequate heat, ventilation and air conditioning, as seasonally appropriate.
  - vi. Provide sufficient daily seating capacity in all areas.
  - vii. Provide adequate space and equipment for members engaged in program activities.
  - viii. Provide adequate privacy protections for counseling and consultation sessions.
  - ix. Provide adequate security.
  - x. Conform to all applicable Federal, State and local laws and regulations regarding the operation of such facilities, and provide all of the equipment, amenities, and ancillary services necessary.
  - xi. Be fully compliant with the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and regulations there under, and with all other applicable laws and regulations

## **2. Proposal Instructions**

- a. Complete Section 2, F: Facilities and Sites, questions 18-19, of Attachment N: Jobs-Plus Structured Proposal Form. For any questions about the NYCHA-provided space for Service Area I, please contact Michelle Raymie, Assistant Director of Outreach and Zone Coordination, at NYCHA. Contact phone is (718) 218-1164, and email is [Michelle.Raymie@nycha.nyc.gov](mailto:Michelle.Raymie@nycha.nyc.gov).
- b. List each proposed site and for each:
  - i. **For Service Areas II and III, attach proof of site control (deed, lease agreement, or binding letter of commitment) for the initial three (3) year duration of the contract. For Service Area I only, where NYCHA is providing the space, proof of site control is not required.**
  - ii. Describe how the site would meet all Americans with Disabilities Act requirements.

## **3. Evaluation:**

- a. This section will be evaluated based on the quality of the proposed approach to operate and maintain the service delivery facility and site. It is worth a maximum of **10 points** in the Proposal Evaluation.

**G. Budget and Financial Management**

**1. Program Expectations:**

- a. It is anticipated that the maximum available funding for the contracts awarded from this RFP will be \$7,245,000 (\$2,415,000 per year). Annual amounts per Jobs-Plus contractor are included in Basic Information on page 3.
- b. **For Service Area II, the payment structure of the contracts awarded from this RFP will be 100% line-item. See Attachment K for Performance Assumptions.**
- c. **For Service Areas I and III, the payment structure of the contracts awarded from this RFP will be 30% performance-based and 70% line-item.**
  - i. **Up to \$734,866 per year per contract will be allocated pursuant to a line-item budget paid in monthly installments based on reimbursement claims submitted.**
  - ii. **Up to \$315,133 per year per contract will be paid on a performance-based payment schedule. All milestones require documentation in the form, time, and manner requested by HRA and in alignment with NYC career pathways common metrics. For performance-based milestones, contractors or subcontractors may earn more or less of a particular milestone up to the total amount of their contract value allocated to employment milestones, subject to HRA approval. See Attachment K for Performance Assumptions.**
    - i. **Individual Placement Milestone: Initial placement into employment (minimum 20 hours per week, pays at least minimum wage)**
    - ii. **Individual 3-Month/1st Quarter Retention: Retention in employment within the first quarter after initial placement achieved (minimum 20 hours per week, pays at least minimum wage)**
    - iii. **Individual 6-Month/2nd Quarter Retention: Retention in employment within the second quarter after initial placement achieved (minimum 20 hours per week, pays at least minimum wage)**
    - iv. **Individual 12-Month/4th Quarter Retention: Retention in employment within the fourth quarter after initial placement achieved (minimum 20 hours per week, pays at least minimum wage)**
    - v. **High-Wage Bonus: Bonus payment for placement and retention milestones at or above a standard wage rate, as determined by HRA.**
    - vi. **HRA reserves the right to set the wage floor for all employment-related milestones at levels higher than minimum wage.**
    - vii. **HRA reserves the right to change or adjust the milestones or pursue any performance-based milestone not included herein that is in the best interest of the City. This includes the right to adjust a contractor’s not-to-exceed amount to account for performance, in the manner described herein.**

**3. See Table A below for annual per-contract values:**

**Table A: Per-Contract Values**

<b>Performance-Based Milestone</b>	<b>3-Year Goal</b>	<b>Payment Per Milestone</b>	<b>Contract Value</b>
Placement	560	\$600	\$336,000
3-Month/1st Quarter Retention	364	\$600	\$218,400

6-Month/2nd Quarter Retention	308	\$600	\$184,800
12-Month/4th Quarter Retention	252	\$600	\$151,200
High-Wage Bonus <sup>16</sup>	200	\$275	\$55,000
<b>Performance-Based (30% of contract)</b>			<b>\$945,400</b>
<b>Line-Item (70% of contract)</b>			<b>\$2,204,600</b>
<b>Total</b>			<b>\$3,150,000</b>

- d. The contractor would help members achieve additional Employment & Advancement Preparation outcomes, which are not connected to performance-based payments but would contribute to member outcomes. See Attachment K for more information.
- e. HRA reserves the right to require that specific portions of contract funds be spent on education and training for Jobs-Plus members.
- f. The contractor may seek funds through HRA for one-time, start-up costs (including equipment and rent) for value not to exceed 7% of the annual value of the contract. Start-up costs are outside of the contract budget and should **not** be included in proposer response.
- g. The contractor would have the financial strength and resources to handle a project of this size and scope.
- h. The contractor would adopt strict fiscal controls to ensure that finances are managed appropriately. When issues are identified, they would be addressed promptly.

**2. Proposal Instructions:**

- a. Complete Section 2, G: Budget and Financial Management, questions 20-22, of Attachment N: Jobs-Plus Structured Proposal Form.
- b. Attach the organization’s most recent audit report and certified financial statement or an explanation as to why no report or statement is available.
- c. Complete Attachment F: Proposal Budget Summary. **Please note that for Service Areas I and III, the proposed annual budget should be 100% line-item; however, the contracts will be 70% line-item and 30% performance based. For ALL service areas, HRA will evaluate the budget solely based on the annual line-item budget.**
  - i. In Attachment F, Tab 1, the proposer should enter the annual budget proposed.
    - 1. Under Total Direct Costs:
      - a. Total Salary line will pre-populate from Tab 2.
      - b. Enter the fringe percentage rate. Fringe cost will automatically calculate. Fringe rate is capped at 25%. If apparent winners would like to request higher levels of fringe rates, this may be discussed during contract negotiations. If the proposer’s fringe rate exceeds 25%, HRA will review the back-up of the apparent winner’s rate during negotiations. For purposes of the proposing on this RFP, if the fringe exceeds 25%, proposers should enter “25%” as the fringe rate in the Proposal Budget Summary. In addition, in the Budget Narrative, proposers should discuss its actual fringe rate. For this item, HRA will adjust the apparent winners’ fringe rate upon approval, and reserves the right to adjust the apparent winner’s not to exceed budget accordingly. This portion of the budget narrative shall not be subject to evaluation and is for information purposes only. All rates submitted by proposers are subject to audit.

<sup>16</sup> HRA reserves the right to set the standard for the hourly wage for high-wage bonus annually. HRA anticipates limiting this bonus to one per member per year.

- c. Enter the OPTS amounts for all applicable lines. Specify the category if there are any lines designated “other.”
    - 2. Under Indirect Costs, enter the total indirect costs. Please note: The indirect rate for this RFP is capped at 12%. For purposes of proposing on this RFP, if the proposer’s indirect exceeds 12%, proposers should enter “12%” as the indirect rate in the Proposal Budget Summary. In addition, in the Budget Narrative, proposers may discuss their actual indirect rate. This portion of the budget narrative shall not be subject to evaluation and is for information purposes only. All rates submitted by proposers are subject to audit.
    - 3. For Service Areas I and III only: Under Rate-Based (informational only), enter unit rates, not to exceed totals in Table A of the RFP, and enter units.**
    - 4. Under Program Income (informational only), enter associated contributions.
  - ii. In Attachment F, Tab 2, for Salary, indicate FTE level, job title, staff name, and annual salary for each proposed staff member. Multiply FTE x Annual Salary to get Cost to Contract for each staff member. Please make sure to enter all job titles in this tab as the Total Salary will automatically pre-populate in Tab 1.
  - d. Note that costs for HRA-provided system should not be included in budgets.
- 3. Evaluation:**
  - a. This section will be evaluated based on the quality of the proposed budget and approach to operate the program based on the criteria in this section. It is worth a maximum of **5 points** in the Proposal Evaluation.

### **Section 3 – List of Attachments**

*\*All attachments for this RFP can be found in the RFP Documents tab in the HHS Accelerator system.*

- Attachment A – General Information and Regulatory Requirements
- Attachment B – Doing Business Data Form
- Attachment C – Questions and Answers About the Doing Business Data Form
- Attachment D – New York City Career Pathways Core Components Guidance
- Attachment E – NYCHA Development and Resident Information
- Attachment F – Proposal Budget Summary
- Attachment G – Earned Income Disallowance Frequently Asked Questions
- Attachment H – Financial Empowerment Center Requirements
- Attachment I – Jobs-Plus Intake Form
- Attachment J – Current New York City Jobs-Plus Sites
- Attachment K – Performance Assumptions and Documentation for Outcomes
- Attachment L – Other Government-Sponsored, New York City-Based Programs
- Attachment M – New York State Department of Labor Internship Guidelines
- Attachment N – Jobs-Plus Structured Proposal Form

### **Section 4 – Basis for Contract Award and Procedures**

**A. Proposal Evaluation**

All proposals accepted by HRA will be reviewed to determine whether they are responsive or nonresponsive to the requirements of this RFP. Proposals which HRA determines to be nonresponsive will be rejected. HRA Evaluation Committees will evaluate and rate all remaining proposals based on the Evaluation Criteria outlined in this RFP. HRA reserves the right to conduct site visits, to conduct interviews, or to request that proposers make presentations, as deemed applicable and appropriate. Although HRA may conduct discussions with proposers submitting acceptable proposals, it reserves the right to award contracts on the basis of initial proposals received, without discussions; therefore, the proposer's initial proposal should contain its best programmatic terms.

**B. Contract Award**

Proposals will be ranked in descending order of their average technical scores and HRA will establish a shortlist through a natural break in scores for technically viable proposals.

Contract awards will be made to the responsible proposers whose proposals are determined to be the most advantageous to the City, taking into consideration such other factors or criteria which are set forth in the RFP in order to ensure the most equitable distribution of services citywide. Proposals will be listed in descending order of overall average technical score and a competitive range ("short list") of viable proposals will be established. Proposals not within the competitive range will not be further considered. Contracts will be awarded to the highest technical rated proposals which do not exceed maximum contract cost.

Greater consideration will be provided to proposers who have experience working with NYCHA or with public housing residents; have understanding of NYCHA policies; and have successful experience working in public housing developments. Greater consideration will be provided to proposers with specific experience serving the target population listed in this RFP or those that subcontract with other providers which have specific experience serving these populations.

- In the event that a proposer is eligible for more than one contract award, HRA reserves the right to determine, based on the proposer's demonstrated organizational capability and the best interests of the City, how many and for which Service Area and at what level of services a contract will be awarded, as well as the dollar amount for each such contract.
- HRA reserves the right to negotiate contract terms, either at award or during the course of the contract, dependent upon the proposer's demonstrated capacity, level of performance or other criteria in the best interests of the City and HRA.
- HRA reserves the right to award the highest technical proposal(s) an amount less than it has proposed, based on contractor's capacity. HRA also reserves the right to award less than the full amount of funding requested and to modify the allocation of funds among Service Areas in the best interests of the City.

Contract awards shall be subject to timely completion of contract negotiations between HRA and the selected proposers, and a determination of both contractor responsibility and administrative capability.

**Attachment D**  
**New York City Career Pathways**  
**Core Components Guidance**

Summary of Content:

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**Purpose of this Document**

1. To guide the continuing refinement of the City’s Career Pathways workforce system that:
  - a. Supports career advancement and income mobility by helping jobseekers and incumbent workers address educational needs and develop high-demand skills;
  - b. Ensures businesses in New York City can find the talent they need within the five boroughs;
  - c. Improves the quality of low-wage jobs to benefit both workers and their employers;
  - d. Leverages New York City’s economic development investments and purchasing power to place more New Yorkers into jobs; and
  - e. Functions as a coherent system that rewards job quality instead of the quantity of job placements by using system-wide job outcome data.

## **Career Pathways**

Career Pathways is a guiding strategy and framework describing how elements of the City’s workforce system should align and connect to one another—supporting individuals along an established route to stable employment offering family-supporting wages. At each level, participants can gain additional skills and prepare for the next step in their career. The career pathways approach connects progressive levels of education, training, support services, and credentials, working with employers to grow a pipeline of skilled workers for in-demand occupations.

This framework requires intensive collaboration and coordination between City agencies, providers, and employers to ensure the system as a whole includes:

- 1) *Alignment of education, training, and credential programs* as exemplified by inclusion of:
  - a. *Multiple entry points* for individuals to enter programs that address their appropriate skill levels;
  - b. *Multiple exit points* for individuals to enter the workforce at various milestones and easily return to the pathway for additional education and credentialing when they are ready – either between jobs or while they are working;
  - c. *Coordination between providers* to facilitate progress along a career pathway and ensure participants receive credit for their education and experience in the future. System entry and exit points are connected through robust transition services that allow individuals to move seamlessly between progressive levels of education, employment, and training.
- 2) *Programming informed by local labor market needs*, expanding the City’s capacity to provide job-relevant education to build skills that employers seek;
- 3) *Services* that
  - a. Help jobseekers *identify and address barriers* to persistence in education and training programs, fostering successful program completion;
  - b. *Provide academic and career advisement* to build jobseekers’ awareness, understanding of opportunities, and ability to make well-informed next-steps decisions – including selecting appropriate skills training or internship options or career-mapping to aid in long-term education/training planning.
- 4) *Common goals, communication tools, and information sharing systems.*

Workforce programs (including those with either an education or employment/training focus) that are aligned with Career Pathways contain the following general elements, in addition to others outlined in agency contracts:

- Emphasis on career progression, not simply job placement;
- Program offerings informed by local labor market hard and soft skill needs;
- Emphasis on priority NYC sectors including healthcare, technology, industrial/manufacturing, construction, retail, and food service;
- Opportunities for work experience (e.g., internships, on-the-job training, apprenticeships);
- Population-specific services and activities.



## Common Metrics

The Mayor’s Offices of Operations and Workforce Development (WKDEV) released a set of Workforce Common Metrics in July 2015, which standardizes the terms used to describe key performance measures across the City’s funding streams and methods for verifying those outcomes. Both offices are working with City agencies to ensure relevant Common Metrics are collected by providers (e.g., through inclusion in RFPs and contracts), and to modify agency data collection pertaining to those metrics as needed. Common Metrics definitions, provided below, reflect guidance across the spectrum of Career Pathways programs. Minimum standards listed (e.g., the number of hours worked per week to count a job as a part-time placement) may be preempted by minimums mandated by a specific contract.

Long term goals for the use of Common Metrics include providing one view of the City’s progress toward meeting the goals set forth in the *Career Pathways* framework, developing a way to track unduplicated counts of service, and helping agencies understand a client’s journey through the service system toward a successful career path. Providers applying for funding under these RFPs will be expected to utilize the Common Metric definitions and verification requirements for reporting where applicable.

<b>Metric</b>	<b>Definition</b>
<i>Clients Served</i>	A count of unduplicated clients who have received value-added services – not including activities such as registration, enrollment, assessment or brief orientations (e.g., shorter than one hour) – that directly contribute to clients attaining an employment or educational outcome.
<i>Full-Time Hires</i>	A count of unduplicated clients who are connected into unsubsidized full-time jobs that meet the following criteria: after services are received, there is new employment; pays the legal industry minimum wage; and employment is equal to at least 30 hours per week.
<i>Part-Time Hires</i>	A count of unduplicated clients who are connected into unsubsidized part-time jobs that meet the following criteria: after services are received, there is new employment; pays the legal industry minimum wage; and employment is equal to at least 15 hours per week or the equivalent of 15 hours per week multiplied by the minimum legal industry hourly wage, but not equal to more than 30 hours per week.
<i>Median Wage</i>	The median hourly wage for all hired with wage information within a given timeframe.
<i>Industry-Based Training Enrollments</i>	A count of unduplicated clients who, during a program or within two quarters of completing a program, are enrolled in a non-degree/non-credit bearing education or training program that leads to a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential. Industry-based training enrollments can occur at academic institutions.

<i>Academic-Based Education Enrollments</i>	A count of unduplicated clients who, during a program or within two quarters of completing a program, are enrolled in an education or training program that leads to a degree recognized by an education institution with the relevant authority or assumed competence to issue such a credential. Academic-based enrollments can be at the secondary or post-secondary level.
<i>Industry-Based Credential Attainment</i>	A count of unduplicated clients who, during a program or within one year of program completion, obtain a credential recognized by an industry or occupational certifying organization with the relevant authority or assumed competence to issue such a credential.
<i>Academic Degree Attainment</i>	A count of unduplicated clients who, during the program or within one year of program completion, obtain a degree recognized by an educational institution with the relevant authority or assumed competence to issue such a credential.
<i>Academic-Based Skill Gain</i>	A count of unduplicated clients who do not obtain a new credential or degree but who demonstrate proof of skills acquisition based on educational standards.
<i>Employer-Validated Training Completion</i>	A count of unduplicated clients who do not obtain a new industry-recognized credential, but who complete employer-validated curriculum.
<i>Retention Rate</i>	<ol style="list-style-type: none"> <li>1) 6 Month/2<sup>nd</sup> Quarter Retention: A count of unduplicated clients who confirm they are employed 180 days after the initial placement. This count includes clients who switch jobs or lose employment but are re-engaged in employment within the 2<sup>nd</sup> quarter.</li> <li>2) 12 Month/4<sup>th</sup> Quarter Retention: A count of unduplicated clients who confirm they are employed 365 days after the initial placement. This count includes clients who switch jobs or lose employment but are re-engaged in employment within the 4<sup>th</sup> quarter.</li> </ol>
<i>Job Continuity</i>	<ol style="list-style-type: none"> <li>1) One-Year Job Continuity: Percent of clients employed four of the four quarters after the quarter in which the initial job placement occurred.</li> <li>2) Two Year Job Continuity: Percent of clients employed six, seven or eight of the eight quarters after the quarter in which the initial job placement occurred.</li> </ol>
<i>Wage Growth (Pre- and Post-Program)</i>	Percent wage growth from the sum of the wages in the 3 <sup>rd</sup> and 4 <sup>th</sup> quarters prior to participation in a training or education program to the sum of the wages of the 3 <sup>rd</sup> and 4 <sup>th</sup> quarters after the reference quarter.

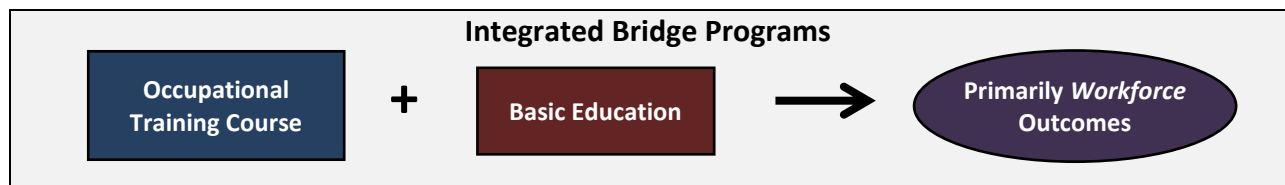
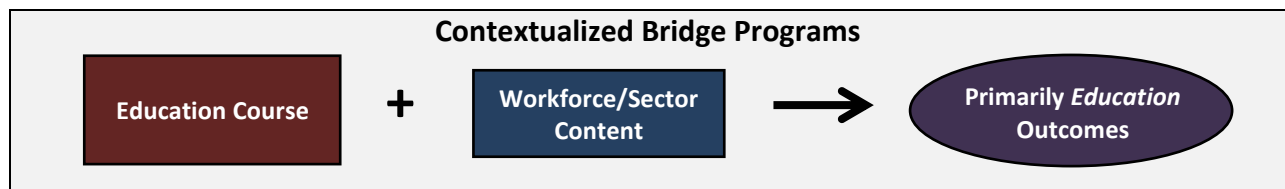
## Bridge Programs

Bridge programs prepare individuals with low educational attainment and limited skills for entry into a higher education level, occupational skills training, or career-track jobs – building the competencies necessary for work and education alongside career and supportive services. Bridge programs contextualize programming to specific industry sectors and have established relationships with partners (occupational skills training, education, and/or specific sector employment) who inform program design and serve as the primary “next step” destination for program participants.

Bridge programs pair educational instruction and workforce development services using one of two approaches:

- *Contextualized Bridge Programs*  
Contextualized Bridge Programs teach foundational skills (ESOL, literacy and numeracy instruction) against the backdrop of a sector-specific context. This sector focus and content serve as an engagement technique that grounds coursework in workforce applications, and importantly complements career counseling services to support participants in exploring occupations in the given sector throughout the duration of the program.
- *Integrated Bridge Programs*  
Integrated Bridge Programs incorporate foundational skills (ESOL, literacy and numeracy instruction) into an occupation-specific training or certification course. This integration supports individuals learning basic education skills that complement other occupation-specific hard skills, supporting individuals to succeed in the training program and subsequent employment.

In both approaches there is strong emphasis on participants’ next step on their career pathway, both in messaging and support to participants, and in the way the program is structured in collaboration with next step partners. Core services are tailored to meet the needs of the target population (e.g. youth, ex-offenders, low income clients, etc.) and bridge destination(s) (e.g. employers, training providers, education providers, etc.).



## Training

### Background

A Career Pathways approach builds skills employers seek – effectively preparing and connecting individuals to jobs in growing sectors and in-demand occupations. Training in this approach focuses on developing workers’ skills while acknowledging industry-specific practices in hiring, promoting and training workers.<sup>17</sup>

A sectoral approach is supported by a growing body of evidence both in NYC and around the country. A recent CEO study of jobseekers at sector-specific Workforce1 Career Centers found that those who received sector-specific skills training achieved higher annual earnings and rates of employment in all four quarters after exiting the program than individuals who received general “work readiness” services or no training at all.<sup>18</sup> The current New York City workforce system serves tens of thousands of individuals who, based on their baseline literacy skills and prior work experience, qualify for and can benefit from this type of sector-focused training.

In moving away from a “job-first” approach and instead placing greater emphasis on funding employer-informed, sector-based training opportunities, the City’s goal is to more effectively connect individuals to higher paying, family-supporting employment opportunities.

### Priority Training Programs

Training programs, offered at all levels along a career pathway and clearly linked to employment, are the key to building a strong labor force. The City prioritizes trainings that, while they may use a variety of models, all:

1. Qualify participants to either a) enter jobs earning at or above the living wage<sup>19</sup>, or b) pursue subsequent training that enable participants to gain employment earning at or above the living wage;
2. Are informed by labor market demand and designed in collaboration with “next step” partners (e.g., employer, education and training providers) so they are responsive to industry demand and employer needs;
3. Place strong emphasis on participants’ next step on their career pathway post-training, both in messaging and support services tailored to meet the population-specific needs of participants;
4. Qualify participants to respond to specific occupational job openings immediately following training and the conferral of a credential (see Appendix below), as pertinent.

### Recommended Practices in Priority Trainings

- Program length, reporting requirements, and/or payments should include a substantive assessment process to address the enrollee’s ability to participate fully in training and gain employment in the sector post-completion.

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<sup>17</sup> [Targeting Industries, Training Workers, and Improving Opportunities: Final Report of the Sectoral Employment Initiative](#), Public-Private Ventures. November 2008.

<sup>18</sup> [Sector-Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year](#). Center for Economic Opportunity. July 2014.

<sup>19</sup> As defined by Mayor de Blasio’s [Executive Order No. 7](#), September 30, 2014

- If the training includes a credential (see Appendix below), that credential should be required by employers / regulation (i.e. health, food), or transferable in a way that supports individuals' ability to advance along a career path.
- Where applicable, program length, reporting requirements, and/or payments should be connected to participants both completing training and sitting for certification exams.
- Additionally, trainings should support opportunities to meet standardized experience requirements that affect a participant's eligibility to apply for a job.
  - Example: In order to work as a certified nurse aide, individuals must complete a minimum of 30 active practice hours in addition to the minimum 75 hours in training. In this scenario training providers should support both the training and practice hour requirements.

Priority trainings do not:

- Solely provide general work readiness activities (e.g., resume building, interview skills) or basic introductions to a sector (information about health careers, or construction information).
- Solely provide participants with certificates not from employers/employer associations or that do not directly enhance their ability to *qualify* for a job or wage increase (e.g., First Aid certification).

**These basic workforce and employment services can be useful tools to help participants develop soft and basic technical skills in the context of the workplace, however the City does not consider them to be priority trainings in line with the above guidance and recommends they serve as a component of a program, rather than as their central/only element.**

**Note:** While the Mayor's Office of Workforce Development currently tracks bridge program investments separately from training funds, trainings as outlined above can be delivered as integrated bridge programs by including educational instruction as a core element of the curriculum. Trainings may also serve as the destination for contextualized bridge programs.

## Appendix A: Credentials<sup>20</sup>

Training “credentials” refers broadly to:

### 1. Postsecondary Educational Credentials

Educational credentials include degrees, diplomas, and certificates awarded by accredited educational institutions:

- *Postsecondary certificates* are typically awarded for completion of a less-than-two-year course of study, but the duration varies substantially.
- *Postsecondary diplomas* are typically no more than 1 year or 30 credits in duration and include general education courses, as appropriate to the field of study.
- *Associate-level degrees* are awarded to students who complete 90 quarter credit hours or 60 semester credit hours of schooling, which typically requires two years to complete.
- In addition, educational institutions award *certificates for completion* of noncredit occupational training programs.

Educational credentials are awarded once and carry no requirement from the awarding organization for repeated demonstration of knowledge and skills after the conferral of the credential. However, to address rapidly changing knowledge and skill requirements, some certificates are now dated to indicate when these requirements were current.

### 2. Industry or Occupational Credentials

Industry or occupational credentials include certifications, licenses, and certificates:

- *Certifications* are awarded by a third-party nongovernmental certification body, such as an industry or occupational association, based on an individual demonstrating through an examination process that she or he has mastered the required knowledge, skills, and abilities to perform a specific job. The examination can be written, oral, or performance-based. A certification is typically a time-limited credential that may be renewed through a recertification process and rescinded for ethical violations and incompetence. Certification is often voluntary, but may be mandatory when tied to state licensure and preferred or required by an employer for hiring.
- *Licenses to practice* are granted by federal, state, or local government agencies based on predetermined criteria, which may include some combination of degree attainment, certifications, certificates, assessment, apprenticeship programs, and work experience. Licenses are time-limited and must be renewed periodically. Licenses are granted to provide for a level of consumer protection and ensure safety and quality of work. Licensure requirements are defined by laws and regulations. Violation of the terms of the license can result in legal action.
- Employers, industry associations, and others award *certificates of completion* for their various training programs. Upon completion, participants in a registered apprenticeship receive a portable, nationally recognized certificate of completion issued by the U.S. Department of Labor (USDOL) or the State Apprenticeship Agency that certifies occupational proficiency. They may also receive interim credentials issued by USDOL and an Applied Associate Degree.

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<sup>20</sup> [Scaling “Stackable Credentials.”](#) CLASP. March 2014.

## Attachment G: Earned Income Disallowance Overview



### ***What is the Earned Income Disallowance (EID)?***

The EID works as temporary income exclusion. This means that if a NYCHA resident qualifies, a certain amount of their verified gross income is not counted when the household's rent is being figured out. This lasts for two twelve month periods and the result is that their rent does not increase in the first year and increases by less than the full amount the 2<sup>nd</sup> year.

The EID came about as a result of the Quality Housing and Work Responsibility Act of 1998. The policy is meant to support public housing residents in achieving their economic goals. The EID does this through an income disallowance when one moves from unemployment to employment or increases their income based on taking part in a job training program, work placement, adult education or other program meant to encourage financial independence.

### ***Who can qualify for the EID?***

Authorized NYCHA Residents who are 18 years of age or older may qualify for EID. To qualify for EID, the total family income must have increased through one of the following ways:

A resident:

- Got a new job or increased earnings due to participation in an economic self-sufficiency program; or
- Is currently working but was unemployed before for 12 months or more, or made less than \$3,625 per year; or
- Was on Public assistance and/or participated in a TANF-funded program, received cash payment or services and now is newly employed or increased earnings

The EID does not apply to residents that:

- Are Section 8 household members who are non-disabled
- Are applying for their own public housing apartment
- Are non-citizens without eligible immigration status

### ***What types of program are considered eligible economic self-sufficiency programs?***

Programs that are intended to encourage, assist, train or facilitate economic independence. Economic self-sufficiency program areas may include:

- Job training
- Employment counseling
- Work placement
- Apprenticeship
- Educational
- English language proficiency programs and
- Financial and household management
- Mental health and substance abuse
- Other work activities.

### ***How does the EID work?<sup>21</sup>***

- If a resident qualifies, for the first 12 months, their rent does not go up at all even though their income has gone up.
- For the second 12 months, half (50%) of the increase in earned income will not be counted when figuring out their rent.
- The EID period will begin the first day of the next month after one starts working.

### ***How does NYCHA determine if a resident is eligible for the EID?***

The resident's Property Management office will be able to let them know whether they are eligible for the EID. Within 30 days of starting a job, residents should notify their Property Management Office about their new income and find out if they qualify for the EID. Residents will have to bring proof of their new income and/or proof of participation in an economic self-sufficiency program.

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<sup>21</sup> For Service Area II- East New York **Only**:

Service Area II- East New York will pilot the Jobs-Plus Earned Income Disallowance (JPEID) under the HUD Jobs Plus Initiative grant. Qualifying members of the Jobs-Plus program at the targeted development will have 100% of their incremental earned income excluded from their Family Rent calculation for up to four years dependent on the date of their qualifying event. For example an eligible member who qualifies one year after the HUD grant begins will receive three years of the JPEID.

## Attachment H: Financial Empowerment Center Requirements

*This Attachment provides guidance about the requirements for Financial Empowerment Centers (FECs).*

In 2011, the New York City Department of Consumer Affairs Office of Financial Empowerment (“DCA OFE”) sought community partners (“Partners”) to implement the Financial Empowerment Center initiative (the “Initiative”). Financial Empowerment Centers provide New Yorkers with the gold standard of financial education: free, confidential, and individualized financial counseling. Partners selected through this RFP can be found at <http://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page> listed under “Partner” for each site.

DCA OFE launched a network of Financial Empowerment Centers (“Centers”) under the Initiative. The goal of the Initiative is to increase the availability of free, high-quality, safe and trustworthy financial counseling services in multiple locations throughout New York City.

Financial Empowerment Centers are located citywide in areas with high concentrations of poverty and financial distress. Counseling services are available to the public, free of charge, and are typically integrated within a host of public and non-profit programs to advance financial literacy and economic stability by helping clients reduce debt, develop or improve credit, establish a budget and/or a savings plan, and achieve other fiscal goals.

This initiative is managed by a centralized management team housed within DCA OFE. The team, led by the Assistant Director of Financial Empowerment Centers, oversees the Citywide Center network and provides system-wide data analysis and reporting.

### *Relevant Definitions*

Relevant to FEC service provision are the following definitions:

- A. “Financial Counseling” means the provision of information that increases the recipient’s knowledge and improves financial stability in areas of money management, financial planning, debt and credit, and affordable banking products and services, including, but not limited to, the following:
  - i. Budget counseling with realistic spending plans and obtainable goals.
  - ii. Credit education including the review of credit reports, debt management strategies, negotiation with creditors and assistance in handling collection/harassment problems.
  - iii. Evaluating knowledge of and educating clients on appropriate bank and credit union products and services, and counseling on how to advocate with financial institutions for the most appropriate products and services.
  - iv. Support and guidance in appropriate and viable savings and asset-building strategies.
  - v. Enrolling clients in a longer-term financial coaching relationship to obtain ongoing guidance and support in moving toward long-term financial goals.
  - vi. Providing strategic referrals to clients with other needs either to the organization’s own programs (where appropriate), through local financial education networks, to referral partners identified in conjunction with local government and/or other social service organizations, as appropriate.
- B. “Individual in-person counseling session” means a face to face meeting between a financial counselor and a client that lasts a minimum of thirty (30) minutes and achieves at least one financial milestone.
- C. “Phone counseling” means telephone contact between a financial counselor and a client. Phone counseling that meets the definition of an individual counseling session other than the requirement of a face-to-face meeting qualifies as an individual counseling session.
- D. “Group counseling” means the provision of counseling in a group setting. Group counseling qualifies as multiple counseling sessions if a counselor provides appropriate information, advice and guidance, specific to the needs and financial situation of each participant tracked during the session, and the counselor to client ratio does not exceed 1:8. Each participant in a group counseling session must achieve at least one



financial milestone.

- E. To “retain a client” means to provide more than one individual counseling session to a person.
- F. “Outreach activities” means workshops, seminars, or informational sessions that impart general information to individuals or groups and serve to promote the services of the Financial Empowerment Centers.

### **A. Relevant Experience**

Applicant organizations must have demonstrated capacity to manage this type of Initiative. Applicants must demonstrate:

- A minimum of two (2) years of delivering financial education, financial counseling, financial coaching, or similar or related service in New York City. Applicants should provide a list of all key management positions, including Executive Director, Managing Director, Director of Operations, Director of Programs, Program Manager, or similar positions. Applicant should identify the educational background and years of experience in the field or similar field for each management staff member.
- Track record of achieving financial stability outcomes or impacts.
- Experience working in one or more low-income communities in New York City, with a preference for those with a high concentration of working poor adults.
- Established relationships with organizations in the local community and citywide to receive and provide referrals to related supportive services to clients.
- Experience conducting effective client outreach. Preference will be given to applicants with specific experience using multiple marketing and outreach tools to build a high-volume client base and leveraging partnerships with community leaders and activities to drive traffic.
- Experience with data tracking and reporting to government agencies and/or private funders. Ability to track, manage, and report on critical data points for each client.

Preferred Contractor Qualifications:

- An established track record of providing one-on-one financial counseling and/or coaching to low-income adults is strongly preferred. Applicants with limited experience in delivering one-on-one financial counseling should demonstrate trusted, long standing ties to the community which they propose to serve and provide a detailed plan for developing necessary technical capacity.
- Established community relationships and partnerships in proposed community or target population.
- Capacity and flexibility to meet a continuum of financial needs of low-income, multilingual New Yorkers in a variety of stages of financial need and crisis.
- Knowledge and/or assessment of the financial service and counseling needs of the proposed community and/or target population and solutions or alternative services most appropriate to specific client needs.
- Applicants should indicate their interest and capacity for a potential increase in level of services in their proposed programs if additional funds become available.

### **B. Organizational Capacity**

Proposers must demonstrate:

- Organizational capacity to manage both the operations and financial management of this Initiative, and a capacity to manage growth.
- Fiscal stability of organization.
- Capacity to be responsive to reporting deadlines, requests and inquiries related to the operations of the Center(s).

### **C. Proposed Approach**

Organizations should demonstrate that they can effectively implement high-volume, quality, one-on-one financial counseling services to low-income New Yorkers in areas and to populations in high-need by:

- Describing how financial counseling services will be provided to Jobs-Plus participants and demonstrating how the applicant's proposed approach will enable clients to achieve financial empowerment outcomes, including:
  - Opening a safe and affordable bank account
  - Increasing credit score by at least 35 points (for those looking to improve their credit) or establishing credit score (for those with none)
  - Decreasing debt by at least 10%
  - Increasing savings by at least 2% of income or establish/maintain regular saving habit
  - Referral for and receipt of the NYCHA Earned Income Disallowance (EID)
  - Compliance with child support order for non-custodial parents (NCPs) who got jobs through Jobs-Plus
  - Establishment of child support order (for eligible residents without one)
  - Modification of child support order
  - Referral to and use of mediation services and other services at the Human Resources Administration's Office of Child Support Enforcement (OCSE)
- Conducting marketing and outreach, including developing referral systems with a range of other programs and organizations to drive traffic to the Centers and responding to strategic partnerships to ensure that goals are being met.
- Based on initial intake and assessment, offering clients customized counseling and education in the areas of service will include (but are not limited to): household budgeting and money management, improving income to expense ratio, debt reduction and management, establishment and improvement of credit, appropriate banking products, and asset building.
- Providing strategic referrals to social or legal service providers or more advanced asset-building assistance (homeownership, entrepreneurship, post-secondary education, etc.)
- Working with clients to evaluate their full financial situation, define one or more financial goals, and create service plans to establish short, intermediate, and long-term goals and begin working to address those goals
- Ensuring that each active counseling client is working on at least one service plan (service plan areas include: banking, budgeting, credit, debt, and savings) toward appropriate outcomes in those areas and altering service plans and goals, as necessary, over time as the client identifies new goals or achieves sufficient outcomes in prior goals.
- Serving as a delivery channel for other programs and services including referrals to foreclosure prevention, legal services, access to banking products and services, free and low-cost tax preparation, and referrals to support services.
- Establishing rigorous performance metrics that track counselor outputs (sessions completed, clients retained) and outcomes (progress on five areas of financial health)
- Demonstrating capacity and flexibility to meet a continuum of financial needs of low-income, multilingual New Yorkers in a variety of stages of financial need and crisis and providing staff that meet the following:
  - All Financial Counselors have at least a Bachelor's degree and two years of work experience, with some background in finance, financial education, counseling/coaching, or social service delivery. Staff also has expertise in one or more of the following: financial services, social work, financial planning, coaching/mentoring, teaching, or other related fields.

## Attachment K: Performance Assumptions and Documentation for Outcomes

### 1. Service Areas I and III: The performance assumptions in this section apply only to Service Areas I and III

#### A. Job Placement and Retention Performance Assumptions

For Service Areas I and III, for each Jobs-Plus site, regardless of the size of the development or cluster of developments served, the same performance is expected. Each Jobs-Plus contractor for Service Areas I and III is expected to place 560 members in unsubsidized jobs over three years and achieve the employment outcomes listed below. Designated employment outcomes listed in Table 1 below will be paid through performance-based payments and total 30% of the contract value.

**Table 1: Performance Assumptions and Per-Site Figures for Service Areas I and III**

	Performance Expected	Raw Numbers for 3-Year Performance (per site)
<b><i>Outreach and Membership</i></b>		
Jobs-Plus outreach achieved	100% of working-age residents	
Career plan completion	Fixed number	1,600
<b><i>Employment Outcomes (performance-based payment points)</i></b>		
Initial job placement <sup>22</sup>	35% of those completing career plans	560
3-Month/1st Quarter Retention	65% of initial job placements	364
6-Month/2nd Quarter Retention	55% of initial job placements	308
12-Month/4th Quarter Retention	45% of all initial job placements	252
High-Wage Bonus <sup>23</sup>	21.5% of all job retentions	200

In order to provide proof of job placement and retention outcomes, Jobs-Plus providers must provide, in a timely manner, individual documentation (through paystubs or other employer-verified sources).

#### B. Employment & Advancement Preparation Performance Assumptions

Jobs-Plus providers at each Jobs-Plus site are expected to help 880 members (55% of those who complete a career plan) over three years achieve at least one of the employment and advancement preparation outcomes listed below. HRA reserves the right to limit reimbursements if the outcome measures below are not completed. HRA reserves the right to add outcomes to the list of Employment & Advancement measures.

**Table 2: Employment & Advancement Preparation Measures and Verification**

Measure	Verification Method
<b>Industry-Based Credential Attainment</b> <i>Includes Vocational Training Certifications/Licenses</i>	Copy of Certificate or License
<b>Academic Degree Attainment</b> Includes HSE and College Enrollment	Copy of Transcript, Enrollment Letter, Diploma, or Degree
<b>Academic-Based Skills Gain</b> Includes increase in TABE	Copy of pre-test and post-test scores demonstrating increase

<sup>22</sup> For clients who come to Jobs-Plus with existing employment and Jobs-Plus helps them get new jobs, Jobs-Plus programs can count such new employment as job placements, provided that (1) job start date is after the Jobs-Plus membership start date (2) job start date is after start of the Jobs-Plus contract, and (3) providers prove such new employment in a timely manner with a paystub or other employer-verified source to show that it is a new job.

<sup>23</sup> HRA reserves the right to set the standard for the hourly wage for high-wage bonus annually. HRA anticipates limiting this bonus to one per member per year.

<b>Employer Validated Training Completion</b> <i>Includes apprenticeship, internship (YAIP, SYEP, WPP, etc.) and subsidized jobs</i>	Letter on agency letterhead signed by teacher, paraprofessional, or program manager indicating successful completion
Receipt of one or more work supports, including Supplemental Nutrition Assistance Program benefits, health insurance, etc.	HRA will verify through its management information system/s
Obtain Earned Income Tax Credit (EITC)	Copy of tax return
Referral for and receipt of the Earned Income Disallowance (EID)	1) NYCHA will verify through its management information system/s or 2) contractor can provide verification letter from NYCHA
Compliance with child support order for NCPs who got jobs through Jobs-Plus	HRA/OCSE will verify through its management information system/s
Establishment of child support order (for eligible residents without one)	HRA/OCSE will verify through its management information system/s
Modification of child support order	HRA/OCSE will verify through its management information system/s
Referral to and use of mediation services and other services at OCSE	Letter from mediation service provider on official letterhead and/or HRA/OCSE verification through its management information system/s
Open a safe and affordable bank account	Documentation of account terms/features or statement demonstrating it is safe and affordable. Details of client reported account opening or \$0 starting balance bank statement
Increase credit score by at least 35 points (for those looking to improve their credit) or establish credit score (for those with none)	Baseline and follow-up credit reports with scores
Decrease debt by at least 10%	1) Written confirmation from credit bureau or creditor reflecting corrections or negotiated settlements or 2) updated statement or credit report reflecting original and reduced balances
Increase savings by at least 2% of income or establish/maintain regular saving habit	Deposit slips (or statement or written confirmation from client, if not banked) and documentation of income or self-reported income

**2. Service Area II: The performance assumptions in this section apply only to Service Area II.**

**A. Job Placement and Retention Performance Assumptions**

For Service Area II, the Jobs-Plus contractor is expected to place 114 members in unsubsidized jobs over three years and achieve the employment outcomes listed below.

**Table 1: Performance Assumptions and Per-Site Figures for Service Areas I and III**

	Performance Expected	Raw Numbers for 3-Year Performance (per site)
<b><i>Outreach and Membership</i></b>		
Jobs-Plus outreach achieved	100% of working-age residents	
Career plan completion	Fixed number	325
<b><i>Employment Outcomes</i></b>		

Initial job placement <sup>24</sup>	35% of those completing career plans	114
3-Month/1st Quarter Retention	65% of initial job placements	74
6-Month/2nd Quarter Retention	55% of initial job placements	63
12-Month/4th Quarter Retention	45% of all initial job placements	51
High-Wage Retentions <sup>25</sup>	21.5% of all job retentions	41

In order to provide proof of job placement and retention outcomes, Jobs-Plus providers must provide, in a timely manner, individual documentation (through paystubs or other employer-verified sources).

### **B. Employment & Advancement Preparation Performance Assumptions**

Jobs-Plus providers at each Jobs-Plus site are expected to help 179 members (55% of those who complete a career plan) over three years achieve at least one of the employment and advancement preparation outcomes listed below. HRA reserves the right to limit reimbursements if the outcome measures below are not completed. HRA reserves the right to add outcomes to the list of Employment & Advancement measures.

**Table 2: Employment & Advancement Preparation Measures and Verification**

<b>Measure</b>	<b>Verification Method</b>
<b>Industry-Based Credential Attainment</b> <i>Includes Vocational Training Certifications/Licenses</i>	Copy of Certificate or License
<b>Academic Degree Attainment</b> Includes HSE and College Enrollment	Copy of Transcript, Enrollment Letter, Diploma, or Degree
<b>Academic-Based Skills Gain</b> Includes increase in TABE	Copy of pre-test and post-test scores demonstrating increase
<b>Employer Validated Training Completion</b> <i>Includes apprenticeship, internship (YAIP, SYEP, WPP, etc.) and subsidized jobs</i>	Letter on agency letterhead signed by teacher, paraprofessional, or program manager indicating successful completion
Receipt of one or more work supports, including Supplemental Nutrition Assistance Program benefits, health insurance, etc.	HRA will verify through its management information system/s
Obtain Earned Income Tax Credit (EITC)	Copy of tax return
Referral for and receipt of the Earned Income Disallowance (EID)	1) NYCHA will verify through its management information system/s or 2) contractor can provide verification letter from NYCHA
Compliance with child support order for NCPs who got jobs through Jobs-Plus	HRA/OCSE will verify through its management information system/s
Establishment of child support order (for eligible residents without one)	HRA/OCSE will verify through its management information system/s
Modification of child support order	HRA/OCSE will verify through its management information system/s
Referral to and use of mediation services and other	Letter from mediation service provider on official

<sup>24</sup> For clients who come to Jobs-Plus with existing employment and Jobs-Plus helps them get new jobs, Jobs-Plus programs can count such new employment as job placements, provided that (1) job start date is after the Jobs-Plus membership start date (2) job start date is after start of the Jobs-Plus contract, and (3) providers prove such new employment in a timely manner with a paystub or other employer-verified source to show that it is a new job.

<sup>25</sup> HRA reserves the right to set the standard for the hourly wage for high-wage bonus annually. HRA anticipates limiting the count of this outcome to one per member per year.

services at OCSE	letterhead and/or HRA/OCSE verification through its management information system/s
Open a safe and affordable bank account	Documentation of account terms/features or statement demonstrating it is safe and affordable. Details of client reported account opening or \$0 starting balance bank statement
Increase credit score by at least 35 points (for those looking to improve their credit) or establish credit score (for those with none)	Baseline and follow-up credit reports with scores
Decrease debt by at least 10%	1) Written confirmation from credit bureau or creditor reflecting corrections or negotiated settlements or 2) updated statement or credit report reflecting original and reduced balances
Increase savings by at least 2% of income or establish/maintain regular saving habit	Deposit slips (or statement or written confirmation from client, if not banked) and documentation of income or self-reported income