Human Resources Administration
Department of Social Services

# Scope of Work

## Jobs-Plus Employment Program
## EPIN: 06926P0019

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|---|---|---|
| **A.** | Career Services | 30% |
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## Basic Information

<table>
<tr><td>General Guidelines</td><td>
<ul>
<li>To respond to this RFx, and all other Human/Client Services RFx, organizations must have (i) a PASSPort account, and (ii) have an Approved HHS Prequalification application in PASSPort. Proposals and Prequalification applications will ONLY be accepted through PASSPort. If you do not have a PASSPort account or Approved PASSPort HHS PQL Application, please visit nyc.gov/passport to get started.</li>
<li>Please allow sufficient time to complete and submit proposals, which include entering information, uploading documents, and entering log-in credentials.</li>
<li>Providers are responsible for the timely electronic submission of proposals.</li>
<li>For more information on submitting a proposal and for resources such as user guides and videos are listed on www.nyc.gov/passport.</li>
<li>If you need additional technical assistance with PASSPort, please contact the MOCS Service Desk at www.nyc.gov/mocshelp.</li>
</ul>
</td></tr>
<tr><td>Anticipated Contract Term</td><td>The anticipated term of the contract(s) will be three (3) years, 7/1/2027- 6/30/2030, with one (1) option to renew for up to three (3) years.</td></tr>
<tr><td>Anticipated Funding and Payment Structure</td><td>
<ul>
<li>Anticipated total maximum available funding: $50,006,468.00 ($40,005,175.00 = Allowance ($10,001,293.00))</li>
<li>Anticipated total maximum annual available funding: $13,335,058.33</li>
<li>Anticipated # of contracts: 10<br>Anticipated Start-up budget will be 10% of the first year’s budget</li>
</ul>
<table>
<tr><th>Service Areas/Competition Pools</th><th>Anticipated # of Contracts</th><th>Annual Maximum Funding per Contract</th><th>Maximum Funding Per 3-Year Contract</th></tr>
<tr><td>1: Lower East Side</td><td>1</td><td>$1,200,155.67</td><td>$3,600,467.00</td></tr>
<tr><td>2: East Harlem</td><td>1</td><td>$1,466,856.00</td><td>$4,400,568.00</td></tr>
<tr><td>3: Staten Island</td><td>1</td><td>$1,200,155.67</td><td>$3,600,467.00</td></tr>
<tr><td>4: South Bronx I</td><td>1</td><td>$1,466,856.00</td><td>$4,400,568.00</td></tr>
<tr><td>5. South Bronx II</td><td>1</td><td>$1,200,155.67</td><td>$3,600,467.00</td></tr>
<tr><td>6: Morrisania</td><td>1</td><td>$1,466,856.00</td><td>$4,400,568.00</td></tr>
<tr><td>7: Bedford-Stuyvesant/Bushwick</td><td>1</td><td>$1,466,856.00</td><td>$4,400,568.00</td></tr>
<tr><td>8: Brownsville</td><td>1</td><td>$1,466,856.00</td><td>$4,400,568.00</td></tr>
<tr><td>9: Western Queens</td><td>1</td><td>$1,200,155.66</td><td>$3,600,467.00</td></tr>
<tr><td>10: Far Rockaway</td><td>1</td><td>$1,200,155.66</td><td>$3,600,467.00</td></tr>
<tr><td>Total</td><td>10</td><td>$13,335,058.33</td><td>$40,005,175.00</td></tr>
</table>
<ul>
<li>Anticipated payment structure: 75% Line-Item Reimbursement and 25% Performance-Based Payment</li>
<li>Funding structure is based on tiers of population proportion of New York City Housing Authority (NYCHA) residents and developments served.</li>
<li>Note: The annual per-contract funding amount includes rent costs.</li>
</ul>
</td></tr>
</table>

<table>
<tr><td>Competition Pools (Service Areas by Zip Code)</td><td>
<table>
<tr><th>Service Area/Zip Codes Catchment</th><th colspan="2">NYCHA Developments to be Served</th></tr>
<tr><td rowspan="5">1. Lower East Side (10002)</td><td>BARUCH</td><td>RUTGERS</td></tr>
<tr><td>GOMPERS</td><td>TWO BRIDGES URA (SITE 7)</td></tr>
<tr><td>LA GUARDIA</td><td>VLADECK</td></tr>
<tr><td>45 ALLEN STREET</td><td>STANTON STREET</td></tr>
<tr><td>LOWER EAST SIDE I INFILL</td><td>VLADECK II</td></tr>
<tr><td rowspan="5">2. East Harlem (10029)</td><td>CARVER</td><td>LEHMAN VILLAGE</td></tr>
<tr><td>CLINTON</td><td>LEXINGTON</td></tr>
<tr><td>EAST RIVER</td><td>TAFT</td></tr>
<tr><td>JEFFERSON</td><td>WASHINGTON</td></tr>
<tr><td>JOHNSON</td><td></td></tr>
<tr><td rowspan="3">3. Staten Island<br>(10301, 10303, 10304, 10305, 10306, 10314)</td><td>BERRY</td><td>SOUTH BEACH</td></tr>
<tr><td>MARINER'S HARBOR</td><td>TODT HILL</td></tr>
<tr><td>RICHMOND TERRACE</td><td></td></tr>
<tr><td rowspan="3">4. South Bronx I (10454, 10455)</td><td>ADAMS</td><td>MITCHEL</td></tr>
<tr><td>MILL BROOK</td><td>MOTT HAVEN</td></tr>
<tr><td>MILL BROOK EXTENSION</td><td>SAINT MARY'S PARK</td></tr>
<tr><td rowspan="2">5. South Bronx II (10451)</td><td>JACKSON</td><td>MORRISANIA AIR RIGHTS</td></tr>
<tr><td>MELROSE</td><td>PATTERSON</td></tr>
<tr><td rowspan="5">6. Morrisania (10456)</td><td>BUTLER</td><td>MORRIS I</td></tr>
<tr><td>CLAREMONT REHAB (GROUP 2)</td><td>MORRIS II</td></tr>
<tr><td>CLAREMONT REHAB (GROUP 3)</td><td>MORRISANIA</td></tr>
<tr><td>FOREST</td><td>TELLER AVENUE-EAST 166TH STREET</td></tr>
<tr><td>MCKINLEY</td><td>WEBSTER</td></tr>
<tr><td rowspan="6">7. Bedford-Stuyvesant/Bushwick (11206, 11238)</td><td>303 VERNON AVENUE</td><td>MARCY</td></tr>
<tr><td>BORINQUEN PLAZA I</td><td>ROOSEVELT I</td></tr>
<tr><td>BORINQUEN PLAZA II</td><td>ROOSEVELT II</td></tr>
<tr><td>BUSHWICK</td><td>SUMNER</td></tr>
<tr><td>HYLAN</td><td>TOMPKINS</td></tr>
<tr><td>LAFAYETTE GARDENS</td><td></td></tr>
<tr><td rowspan="4">8. Brownsville (11212)</td><td>BROWNSVILLE</td><td>LOW HOUSES</td></tr>
<tr><td>GARVEY (GROUP A)</td><td>TILDEN</td></tr>
<tr><td>GLENMORE PLAZA</td><td>VAN DYKE I</td></tr>
<tr><td>HUGHES APARTMENTS</td><td></td></tr>
<tr><td rowspan="2">9. Western Queens (11102,11433, 11434)</td><td>QUEENSBRIDGE NORTH</td><td>RAVENSWOOD</td></tr>
<tr><td>QUEENSBRIDGE SOUTH</td><td>ASTORIA HOUSES</td></tr>
<tr><td rowspan="3">10. Far Rockaway (11691)</td><td>BEACH 41ST STREET-BEACH CHANNEL DRIVE</td><td>OCEAN BAY APARTMENTS (OCEANSIDE)</td></tr>
<tr><td>CARLETON MANOR</td><td>REDFERN</td></tr>
<tr><td>HAMMEL</td><td></td></tr>
</table>
<ul><li>Proposers may submit proposals for all competition pools; however, no single proposer shall be granted more than two (2) contract awards A complete and separate proposal, including all required documents, must be submitted for each Competition Pool (Service Area).</li></ul>
</td></tr>
<tr><td>Questions Regarding this RFP</td><td><ul><li>Questions regarding this RFx must be transmitted in writing to the Agency Contact Person contained in the View RFx tab in PASSPort.</li><li>Questions received at least one (1) day 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 RFx to all organizations that are prequalified to propose to this RFx through the PASSPort system.</li></ul></td></tr>
<tr><td>Subcontracting</td><td><ul><li>Subcontracting is permitted. Providers are encouraged to utilize certified Minority/Women-Owned Business Enterprises M/WBEs for special support services. Strong partnerships with complementary community organizations and M/WBEs are strongly encouraged and will be given more significant consideration. The Citywide certified M/WBE directory can be found at https://sbsconnect.nyc.gov/certification-directory-search/</li></ul></td></tr>
</table>

## Proposal Documents

| | Document Type | Description |
|---|---|---|
| **Required Documents to Upload in PASSPort** | Proposal Cover Letter | Completed Proposal Cover Letter using the template provided in PASSPort. |
| | Proposal Budget Summary | Completed Proposal Budget using the template provided in PASSPort. |
| | Key Staff Resumes | A current resume and/or a detailed job description for every staff position. For any vacant roles, submit a job description that clearly outlines the required qualifications and responsibilities. |
| | Organizational Chart | An organizational chart that illustrates the internal structure of the proposed Jobs-Plus program, including clear lines of supervision. The chart must also demonstrate how the program integrates into the Proposer's broader organizational structure. |
| | Service Flowchart - Career Services | A detailed flowchart outlining the participant journey from initial intake through service provision to retention and advancement. For each stage, specify the approximate timeframes and identify the staff responsible for participant interaction. |
| | Service Flowchart - Financial Counseling and Related Support | A detailed service flowchart that illustrates the integration of financial counseling and related support into the proposed Jobs-Plus program. The response should demonstrate how these components are embedded within the broader proposed service delivery model. |
| | Assessment Tools | Proposed tools used to assess member education, literacy, and skills level. |
| | Letters of Intent for Career Services | Between one (1) and three (3) Letters of Intent from collaborating organizations, such as subproposers and partners, that will provide proposed services to support the success of the proposed Jobs-Plus program. |
| | Letters of Intent for Financial Counseling and Related Supports | Between one (1) and two (2) Letters of Intent from collaborating organizations, such as subproposers and partners, that will provide proposed financial counseling and related support services to support the success of the proposed Jobs-Plus program. |
| | Letters of Intent for Community Support for Work | Between one (1) and two (2) Letters of Intent from collaborating organizations, such as subproposers, partners and local Resident Associations, that will provide proposed community support for work to support the success of the proposed Jobs-Plus program. |
| | Site Control | Proposers should submit proof of site control for a minimum of the initial term of contract. For the purposes of this RFx, "site control" would include, but not be limited to, (i) Letter of intent from owner landlord, seller or Public Agency; (ii) other proof of ownership or site control, such as a deed, executed contract of sale, site control letter for City-owned property, and/or executed long term lease; and (iii) other documents showing that the owner of the property has provided permission to the proposer, either directly or indirectly, to utilize the property. Note that if the owner of the property is not engaging directly with the proposer, the proposal should include any and all documents showing property interests from the property owner to the proposer, which shall include but not be limited deeds, master leases, subleases, contracts, options, and/or any other information which demonstrates appropriate real estate interests in the subject property. DSS/HRA reserves the right to request any additional information required to demonstrate both site control and pricing reasonability including |

| | | |
|---|---|---|
| | | pricing associated with the documents required for demonstration of site control.<br>Note: Proof of site control is not required for Service Areas where existing NYCHA space is available for rent. Please upload a blank PDF in PASSPort in that scenario. |
| | Annual Report | A copy of the organization's most recent audit report or certified financial statement. If neither is it available, submit a written explanation stating the reason for their absence. |
| **Optional Documents** | Subcontract Agreements | Proposed subcontract agreements for all proposed subproposers associated with the proposed Jobs-Plus program. Document should clearly outline the subproposers role in the program and be attached for each entity involved. |
| | | |
| **Additional Requirements for Documents** | • Proposal document file size cannot exceed 12 MB.<br>• Proposal documents must be in one of the following file formats: Word (.doc, .docx), PDF (.pdf), and Excel (.xls, .xlsx).<br>• Only one document file can be added to each required document slot. If you need to combine documents, complete one of the following steps:<br>  ○ For Word documents: Cut and paste contents of all resumes into one Word document. For PDF documents: Combine files into a single PDF.<br>• Proposer should upload all supporting documents into PASSPort. | |

## Section I – Program Background

### A. Program Purpose and Background

The New York City Department of Social Services/Human Resources Administration (NYC DSS/HRA) is the nation's largest social services Agency, assisting over three million low-income and vulnerable New Yorkers annually through the administration of more than 12 major public benefits programs addressing poverty and income inequality. The Jobs-Plus Employment Program is a place-based employment initiative that helps residents of public housing increase their income and financial stability. HRA is seeking qualified organizations to operate and enhance the Jobs-Plus program across ten (10) designated New York City Housing Authority (NYCHA) service areas.

*Socioeconomic Disparities in NYCHA Communities*

There is a significant economic gap between New York City as a whole and the residents of NYCHA developments, including its 249 conventional public housing developments and 91 NYCHA developments that have been converted to Permanent Affordability Commitment Together (PACT) developments. This gap underscores the need for employment initiatives such as Jobs-Plus. [1]

[1] 2024 Year-End Data provided by the New York City Housing Authority and the 2024 American Community Survey of the U.S. Census Bureau

[2] 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.

- The average annual household income for NYCHA residents was $26,600 in 2024. This contrasts with New York City's 2024 overall average annual household income of $131,300.
- 53% of NYCHA households lived below the federal poverty level in 2024. This was nearly triple the City's overall household poverty rate of 18%.
- There is tremendous demand for employment services, with over 81,000 non-disabled working-age NYCHA residents (ages 18-24) not reporting any income from employment in 2024.

These figures speak to the need for an intervention that addresses these disparities.

*Program Inception and Evaluated Impact*

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 national demonstration was a collaborative effort supported by the U.S. Departments of Health and Human Services (HHS), Labor, Housing and Urban Development (HUD), alongside philanthropic partners like the Rockefeller and Annie E. Casey Foundation.

MDRC's rigorous evaluation found that when implemented effectively, the program increased residents' income of the targeted developments by 16 percent. 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 Temporary Assistance to Needy Families (TANF). Ultimately, the initial Jobs-Plus demonstration helped hundreds of residents obtain employment while helping many others maintain or upgrade their jobs.[2]

*Replication and Scaling in New York City*

Building on the success of the initial demonstration, New York City launched its first Jobs-Plus replication in 2009 at Jefferson Houses in East Harlem. This site was led by the Mayor's Office for Economic Opportunity (NYC Opportunity) and followed by a second location in the South Bronx in 2011.

In 2013, after seeing high employment rates among young men of color, NYC Opportunity partnered with multiple City agencies - including the Human Resources Administration (HRA), the New York City Housing Authority (NYCHA), the New York City Department of Consumer and Worker Protection (DCWP) /Office of Financial Empowerment (OFE), and the Department of Small Business Services (SBS) - to expand Jobs-Plus from a single site to twenty public housing developments. Launched under the NYC Young Men's Initiative, this expansion established young men of color as a key sub-population for the program.[3] Expansion continued in 2017 with a new federally funded Jobs-Plus site in East New York, Brooklyn and three new developments being serviced in East Harlem and South Bronx. The Jobs-Plus model gained federal recognition and has since been replicated nationwide by HUD.

[2] 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.

[3] 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.

In July 2021, Jobs-Plus expanded in size and scope, almost doubling the number of developments served from 27 to 40 across 10 programs citywide. The Jobs-Plus program has evolved to reflect the City's broader workforce equity goals, emphasizing not only employment outcomes but also residents' financial empowerment, mental health, and holistic well-being. The most recent expansion integrated mental health services and underscored the link between economic stability and emotional wellness.

*The Link Between Education and Economic Returns*

Extensive research confirms that investing in education and training yields positive economic returns.[4] In particular, sector-based training programs – which prepare participants for specific jobs in high-growth industries – have proven effective at increasing employment rates and long-term earnings for participants.[5] In New York City, individuals with a high school diploma or equivalent earn 1.5 times more than individuals without these credentials. Associate's degree holders see an even greater return, typically twice as much as those without a high school education.[6]

*Current Solicitation & Service Objectives*

Through this Request for Proposals (RFP)/RFx, HRA seeks up to ten (10) qualified service providers to operate the Jobs-Plus program within designated NYCHA developments and adjacent zip codes, as detailed in the Target Population section located in the basic information section of this RFP/RFx. This solicitation aims to expand workforce and holistic support services for NYCHA residents to promote economic mobility, employment stability, and overall well-being. HRA welcomes proposals from single organizations with strong partnerships, as well as joint proposals from consortia or other partnerships.

Selected proposers shall implement a service model that aligns with the following six citywide talent objectives:

- Young NYC residents should launch successfully into fulfilling, economically secure careers by the time they are 25 years old.
- All New Yorkers in paid employment should be paid a living wage.
- Employers should have access to the local talent they need to thrive.
- The demographics of the workforce should match those of the city.
- Disaggregated data analysis of employment and wage data should show progress in reducing inequity.
- Public resources should be efficiently and effectively invested.

[4] A few examples include: Hollenbeck, Kevin, and Jean Kimmel. 2001. "The Returns to Education and Basic Skills Training for Individuals with Poor Health or Disability." Upjohn Institute Working Paper No. 01-72. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research http://research.upjohn.org/up_workingpapers/72; Pew Research Center, "The Rising Cost of Not Going to College", https://www.pewresearch.org/wp-content/uploads/sites/3/2014/02/SDT-higher-ed-FINAL-02-11-2014.pdf; and McGraw-Hill Research Foundation, "The Return on Investment from Adult Education and Training," https://www.slideshare.net/slideshow/the-return-on-investment-roi-from-adult-education-and-training/8564616#2

[5] See Roder et al (2008), "Targeting Industries, Training Workers and improving Opportunities: The Final Report from the Sectoral Employment Initiative", Public/Private Ventures; Maguire et al. (2010), "Tuning In to Local Labor Markets: Findings from the Sectoral Employment Impact Study", Public/Private Ventures; Roder and Elliot (2011), "A Promising Start: Year Up's Initial Impacts on Low-Income young Adults' Careers", Economic Mobility Corporation; and Eyster et al (2010), "Implementation and Early Training outcomes of the High Growth Job Training Initiative: Final Report", Urban Institute; Gasper and Henderson (2014) "Sector-Focused Career Centers Evaluation: Effects on Employment and Earnings After One Year." NYC Center for Economic Opportunity.

[6] Source: US Census Bureau American Community Survey, 2012. Median earnings for workers working full-time, full-year was: $21,000 (no High School), $30,000 (High School alone), and $41,000 (Associate's Degree).

This iteration of Jobs-Plus expands the model by integrating comprehensive, holistic wrap-around supports. While the 2021 Mental Health Integration demonstrated that emotional wellness is essential for promoting job stability, implementation revealed a further need for non-clinical supports addressing "social determinants of health". The goal of this program enhancement is to ensure members not only secure employment but sustain it through improved stability and access to essential resources. Consequently, the Holistic and Support Services component will address key domains affecting member success including:

- mental and emotional well-being.
- housing and food security;
- access to healthcare, childcare and transportation.
- support for custodial and non-custodial parents; and
- financial stability.

To successfully implement this enhanced component, Jobs-Plus providers must hire specialists experienced in social services. Additionally, all staff will be expected to build the capacity to deliver trauma-informed, culturally responsive, linguistically accessible services. HRA and its partners will provide extensive technical assistance, training, and collective learning opportunities to help providers adopt this holistic approach. Adopting a holistic model expands the program's capacity to address the multifaceted needs of Jobs-Plus members and their communities. By serving as an access point for critical services, Jobs-Plus will promote increased member engagement, leading to improved health and wellness outcomes, and improved job placement and retention. This RFx outlines specific expectations for staffing, outcome management, and participation in mandatory technical training.

For additional reports and lessons learned from the implementation of Jobs-Plus in New York City and Jobs-Plus nationwide, please visit https://www.mdrc.org/project/jobs-plus-community-revitalization-initiative-public-housing-families.

### B. Target Population

Jobs-Plus targets all working-age [7] residents within specified NYCHA developments who are unemployed, underemployed, or seeking educational and career advancement. Additionally, Jobs-Plus proposers may enroll a small number of eligible working-age individuals from adjacent zip codes if they would benefit from the program's services. Proposers will be expected to serve a broader target population of working-age individuals, with a membership target of 80% from specified NYCHA developments and 20% from the surrounding community. Proposers will be expected to utilize the 20% surrounding community to include serving individuals participating in CityFHEPS (the City Fighting Homelessness and Eviction Prevention Supplement) rental assistance program This RFx expands the NYCHA developments previously served. Service areas, including specific zip codes and NYCHA developments, are detailed in the table below.

[7] While Jobs-Plus targets those who are working-age (18-61), individuals who are younger or older than working-age can be served as well.

| Service Areas | Zip-Codes | Current NYCHA Developments | New NYCHA Developments |
|---|---|---|---|
| 1: Lower East Side | 10002 | - | Baruch, Gompers, Two Bridges URA (SITE 7), La Guardia, Vladeck I and II, Lower East Side I Infill, Rutgers, Stanton Street |
| 2: East Harlem | 10029 | **Clinton, Jefferson, Johnson (Previous Contract: 2009-2025)** | Carver, Lexington, East River, Taft, Washington, Lehman Village |
| 3: Staten Island | 10301, 10303, 10304, 10305, 10306, 10314 | Berry, South Beach, Mariner's Harbor, Richmond Terrace, Todt Hill | |
| 4: South Bronx I | 10454, 10455 | Mitchel, Mott Haven, Mill Brook, and Mill Brook Extension * | Adams, Saint Mary's Park |
| 5: South Bronx II | 10451 | - | Jackson, Melrose, Morrisania Air Rights, Patterson |
| 6: Morrisania | 10456 | - | Butler, Claremont Rehab (Group 2), Claremont Rehab (Group 3), Morris I, Morris II, Forest, Morrisania, McKinley, Teller Avenue East 116th Street, Webster |
| 7: Bedford-Stuyvesant/Bushwick | 11206,11238 | **Lafayette Gardens*,** Marcy, Tompkins | 303 Vernon Avenue, Hylan, Borinquen Plaza I and II, Roosevelt I and II, Sumner, Bushwick |
| 8: Brownsville | 11212 | Brownsville, Hughes Apartments, Garvey (GROUP A), Low Houses, Glenmore Plaza, Tilden, Van Dyke I * | |
| 9: Western Queens | 11102,11433, 11434 | **Astoria Houses*, Queensbridge North, Queensbridge South, Ravenswood*** | |
| 10: Far Rockaway | 11691 | - | Redfern, Beach 41 Street- Beach Channel Drive, Carleton Manor, Hammel, Ocean Bay Apartments (Oceanside), |

** The intended spaces are currently occupied at Astoria Houses, Lafayette Gardens, Mill Brook Houses, Ravenswood, and Van Dyke I Houses. DSS expects that NYCHA will ensure that the spaces will be available and proposers should propose accordingly. In the event an on-site space is not be available by the contract start date, selected provider(s) would need to identify alternative program locations within the required proximity, and budgets may need to be re-negotiated post-selection.*

*Current Providers and Transition of Services*

A comprehensive list of current Jobs-Plus providers and the NYCHA developments they serve is available on the Opportunity NYCHA website: http://opportunitynycha.org/workforce-development/jobs-plus/
HRA and its partners are committed to ensuring a seamless service transition from existing Jobs-Plus contracts to the new awards. Please note specific site may have certain requirements, such as those for Bushwick and St. Mary's Park, a mixed-finance development where some residents hold Section 8 vouchers. Detailed service caveats for this location are found in Section 2 of this RFx. For further development data, please refer to the NYCHA Development Page http://www1.nyc.gov/site/nycha/about/developments.page and Attachment B (NYCHA Development and Resident Information).

*Target Subpopulations*

Successful proposers must demonstrate experience working with NYCHA or with public housing residents; understand NYCHA policies; and have successful experience working in public housing developments.

Proposers must demonstrate the capacity to serve a diverse resident base, including but not limited to:

- Residents who are young men between the ages of 18-24
- 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 and mental disabilities and mental illness
- Residents who are unemployed and/or underemployed
- Residents who are already employed but seek additional employment, upskilling, and/or career advancement
- Residents who are out-of-school and out-of-work

HRA strongly encourages contractual partnerships and multi-provider consortia to address the nuanced needs of the target sub-populations. While proposers demonstrate internal expertise across multiple populations, proposers should develop subcontracts and linkages with specialized community organizations to ensure the broadest possible service reach and maximum program impact. Greater consideration will be provided to proposers with specific experience serving the target populations or those that subcontract with providers who possess expertise in serving these diverse populations.

### C. Program Model*

Jobs-Plus is a place-based workforce development model designed to deliver comprehensive services directly to working-age residents within designated NYCHA developments. Jobs-Plus program services are individually tailored and consider each resident's unique needs and career interests. While the majority of services are offered onsite in the development or close by, Jobs-Plus proposers also work closely to build effective partnerships with other organizations which offer social support, health and wellness, educational services, occupational hard skills training, mentorship, and internships. As such, residents may access these services outside of the Jobs-Plus site through referrals.

The Jobs-Plus program features four core components designed to support NYCHA residents:

- **Comprehensive Employment Services:** Includes work-readiness and resume assistance, job and education training, job placement and retention services to help participants secure and maintain employment.
- **Financial Incentives and Counseling**: Assists residents in increasing the financial benefit of employment through financial counseling, asset-building services, and rent-based incentives like Family Self Sufficiency (FSS).

- **Holistic and Support Services** [8]**:** A multi-tiered approach, including mental health supports (including screening, care coordination, and referrals), community health supports (covering health insurance, wellness, prenatal care, food security, and hygiene), and social service supports (addressing childcare, housing, domestic violence, clothing, legal aid, and parenting).
- **Community Support for Work** [9]: Fosters a supportive environment by organizing neighbor-to-neighbor networks that promote work readiness and encourage social ties within the developments.

When fully implemented, this combination of offerings has proven to result in a significant and sustained boost to residents' earnings.

The proposer will implement a career pathway strategic plan designed to strengthen NYC's workforce development system and equip Jobs-Plus members with the skills required for high-quality, living-wage employment.

### D. Government Agency Collaboration

As of 2026, the Jobs-Plus "Collaborative" is a cross-agency partnership that oversees the implementation of Jobs-Plus. The collaborative includes the following NYC agencies:

#### 1. New York City Human Resources Administration/Department of Social Services (HRA/DSS)

The New York City Human Resources Administration/Department of Social Services (HRA/DSS) is dedicated to fighting poverty and income inequality by providing New Yorkers in need with essential benefits such as Food Assistance and Emergency Rental Assistance. For more information about HRA services, visit: https://www1.nyc.gov/assets/hra/downloads/pdf/about/HRA_Guide_to_Services.pdf. Services 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 Program (SNAP), connections to Medicaid, work supports such as childcare 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.

As the largest local social services Agency in the country, HRA helps over 3 million New Yorkers through the administration of more than 15 major public assistance programs, with more than 14,000 employees and an operating budget of $13.4 billion.

[8] Formerly known as the MHI component of Jobs-Plus that implemented the Connections 2 Care (C2C) model that integrates mental health supports into existing social services. In the RFP, this approach will be expanded into a comprehensive, coordinated wraparound services model. This enhancement will provide holistic support services that will be known as Holistic and Social Supports.

[9] 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.

*The program model including the holistic support is the proprietary property of HRA.

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 Career Services programs for which Jobs-Plus members may be eligible, such as, but not limited to, Business Link.

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 of 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 Services, among other HRA-administered benefits and services.

**2. The NYC Young Men's Initiative (YMI)**

The NYC Young Men's Initiative (YMI) is the nation's most comprehensive municipal effort to tackle the broad disparities impacting the advancement of young men of color. For nearly 15 years, YMI has established innovative public-private partnerships and invested in programs and policies that have improved outcomes related to education, health, employment, and the criminal justice system. Housed in the Mayor's Office of Equity & Racial Justice, YMI works in tandem with City agencies and partners to fund, develop, and champion policies, programs, and partnerships that holistically support the success of young men of color throughout NYC.

YMI's Role in Jobs-Plus: Providing program guidance, technical assistance, and provider connections to complementary YMI programs.

**3. 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 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.

NYCHA's role in Jobs-Plus includes: Providing affordable housing; administration of rent and other NYCHA-related incentives and resources; program guidance; 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), as well as an existing network of 70+ economic opportunity providers; 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 NYCHA.

**4. Mayor's Office for Economic Opportunity (NYC Opportunity)**

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

NYC Opportunity's roles in Jobs-Plus includes: Providing program guidance, performance management, evaluation, and technical assistance.

**5. New York City Department of Consumer and Workers Protection (DCWP), Office of Financial Empowerment (OFE)**

The New York City Department of Consumer and Worker Protection (DCWP) protects and enhances the daily economic lives of New Yorkers to create thriving communities. DCWP licenses more than 45,000 businesses in more than 45 industries and enforces key consumer protection, licensing, and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources as well as by helping to resolve complaints, DCWP protects the marketplace from predatory practices and strives to create a culture of compliance. Through its community outreach and the work of its Office of Financial Empowerment (OFE) and Labor Policy & Standards (OLPS), DCWP empowers consumers and working families by providing the tools and resources they need to be educated consumers and to achieve financial health and work-life balance.

Within DCWP, OFE focuses on initiatives that support New Yorkers and communities with low and moderate incomes in building wealth and improving their financial health. OFE is the first local government initiative in the country with the specific mission to educate, empower, and protect individuals and communities with low incomes so they can build assets and make the most of their financial resources. Using a range of tools, including data and research, community engagement, convenings, and partnerships, OFE develops, offers, and advocates for innovative programs, products, and policies that support the financial health of all New Yorkers.

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

**6. 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. The Community Partners Program, operated at each Workforce1 Career Center, connects clients of community organizations with available job opportunities at the career center. SBS also coordinates monthly Jobs NYC Hiring Halls throughout the city. Jobs NYC helps bring job opportunities and training directly to communities experiencing high unemployment, including through in-person hiring halls. Hiring halls focus on bringing public and private-sector job opportunities and career services to economically disadvantaged communities on a monthly basis in each borough.

SBS's role in Jobs-Plus includes: Coordinating participation of Jobs-Plus providers as Workforce1 Career Center Community Partners[10]training opportunities, and Industry Partnerships.

### 7. Mayor's Office of Workforce Development (WKDEV)

The Mayor's Office of Workforce Development (WKDEV) is responsible for coordinating workforce with economic development in all five boroughs, creating a real time connection to businesses to ensure their needs are met, and effectively connecting New Yorkers to quality jobs with opportunities for advancement. WKDEV works in partnership with more than 20 City agencies and offices as well as business leaders, education and training providers, the NYC Workforce Development Board, and community stakeholders, to realize its mission and ensure the City's economic vitality into the future.

WKDEV's role in Jobs-Plus includes: Technical assistance for training and education.

### 8. New York City Department of Health and Mental Hygiene (DOHMH)

The mission of DOHMH is to protect and promote the health of all New Yorkers. DOHMH has overall responsibility for the health of the residents of New York City. It also acts as an oversight Agency to monitor various healthcare related operations within NYC.

DOHMH's role in Jobs-Plus includes: Overseeing and providing technical assistance for Mental Health services offered at Jobs-Plus locations.

## Section II – Program Expectations

### A. Career Services

#### 1. Program Expectations:

[10] For more information about Workforce1, please see https://www.nyc.gov/site/sbs/careers/wf1-career-centers.page.

a. The proposer would have a minimum of three (3) years within the last five (5) years of recent, successful, relevant experience managing programs of a similar scale and scope outlined in this RFx, directly providing Employment/Career Services to low-income individuals which can include but is not limited to: Cash Assistance and/or SNAP clients, individuals with low literacy, low-wage workers and/or public housing residents. To be considered for experience, describe the following: funding source/contracting agency or organization(s); funding amount(s); performance-based percentage of budget(s), if applicable; number of years operating the program(s); description of program services; type of clients served; number of individuals served annually. Also include any applicable performance metrics that demonstrate the effectiveness of the services, e.g. annual number of individuals placed in employment, percentage of full-time and part-time placement; wage levels; retention rates.
b. The proposer would successfully implement all components of the Jobs-Plus model and operate as a community resource to meet the needs of members based on their situation.
c. The proposer would implement demand-driven employment initiatives by focusing on sectors that are high-demand, growing, and accessible at entry levels.
d. The proposer would conduct holistic client assessments that evaluate motivation, education, training, and work history to determine job readiness.
e. The proposer would utilize data-driven strategies to apply labor market data, community hiring initiatives, and statistics to align workforce development with employer needs.
f. The proposer would implement hybrid engagement to offer both in-person and virtual services and engagement opportunities.
g. The proposer would establish partnerships with the greater NYC workforce development community, labor unions, and academic institutions to gain entry in high value educational and training programs.
h. The proposer would serve the following target populations:
    i. working-age residents of designated New York City Public Housing (NYCHA) developments.
    ii. working-age individuals residing in specific zip codes adjacent to the developments and seeking services. Where necessary, the proposer would refer individuals who reside outside of the specific zip codes to other workforce development agencies who offer a comparable set of services.
i. The proposer 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.
    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/or gender non-conforming.
    v. Residents with disabilities, including physical disabilities and mental illness.
    vi. Residents who are unemployed and/or underemployed
    vii. Residents who are already employed but seek additional employment and/or career advancement.
    viii. Residents who are out-of-school and out-of-work.
j. Across all aspects of the elements listed in Career Services, the proposer would provide services across all employment sectors.

k. The proposer would provide services in a culturally competent and accessible manner.
l. The proposer would provide linguistically appropriate (as required by Local Law 73) and culturally competent assistance for all services.
m. The proposer would comply with New York City Human Rights Law and related HRA policies regarding these special populations
n. The proposer would identify and address the need for any reasonable accommodation.

Intake and Enrollment

o. The proposer would enroll residents into the Jobs-Plus program, offering open enrollment on an ongoing basis. In order to establish membership in the Jobs-Plus program, the proposer would ensure residents complete a Jobs-Plus intake form, which would be provided by HRA and for which the proposer would enter information into a database provided by HRA. Although enrollment in Jobs-Plus is voluntary, the proposer would request that members provide proof of residency. The proposer would ensure new members sign the Jobs-Plus universal consent form to facilitate communication between the City agencies working would the issues affecting members to move them towards self-sufficiency.

Orientation

p. The proposer 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 innovative and flexible orientation strategies, including offering orientations during different times of the day as well as on evenings and weekends to accommodate members' needs. As some members prefer one-to-one experience, orientations may be done individually or in small groups. Proposers would ensure members meet crucial Jobs-Plus staff at the intake and orientation stage.

Assessments: Career Plans, Career Exploration, Planning, and Advisement

q. The proposer would use a variety of assessment tools such as the Test of Adult Basic Education (TABE), career-readiness evaluations, member resumes, and sector-based assessments to gauge member education, literacy and/or skills levels and 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 achieve employment, move up the career ladder and achieve their long-term goals. Proposers would be expected to use a uniform Jobs-Plus Career Plan, which HRA would support in developing to ensure all Jobs-Plus proposers are utilizing high-quality assessment materials.
    i. Development of Career Plans would be a collaborative process between the member and the proposer 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 make progress towards goals and experience changes in their circumstances.

ii. The proposer would utilize both the assessment and interactions with members to determine what level of career development assistance is needed. The proposer 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.

iii. The proposer would provide sector-based 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.

iv. As some members, particularly youth, may not have a strong sense of their desired career path, the proposer 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, proposer 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.

v. HRA requires that proposers use standardized assessment and Career Plan tools prescribed by HRA.

<u>Addressing Challenges</u>

r. The proposer would address any challenges 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/case management support services for parents including referral to HRA's Office of Child Support Services 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.

<u>Basic Job-Readiness</u>

s. The proposer 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 proposer would provide onsite training for basic typing skills as well as computer and internet navigation.

<u>Education Services</u>

t. The proposer would provide connections to onsite and offsite education services across a variety of sectors. Partnerships would be developed with training organizations, colleges, and adult education providers.
u. The proposer would provide access to High School Equivalency Diploma (HSE/GED) and English as a Second Language (ESL)preparation courses and testing, either directly or through subcontract or partnership.
v. The proposer would leverage NYCHA REES zone partnerships, NYCHA Resident Training Academy (NRTA), and other NYCHA related initiatives, develop partnerships and/or subcontract with other organizations for occupational training for in-demand occupations leading to an industry-recognized credential and a proven record of success in advancing the employment prospects of individuals who have completed the program. Occupational trainings are expected to lead to higher wages. They may include, but are not limited to, the following occupations: Emergency Medical Technicians (EMTs), Licensed Practical Nurses (LPNs), Certified Nurse Assistants (CNAs), Certified Peer Recovery Advocates, Medical Assistants, Medical Billing, Medical Coding, Accounting, IT/Networking, and Bus and Truck Drivers.
    i. The occupational 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.
    ii. The programs would have a demonstrated track record of connecting training graduates to jobs in the targeted occupation or one similar to it.
    iii. The curriculum of the occupational training programs would be informed by industry and employer demand.
    iv. The occupational training programs would have a proven record of success in advancing the employment prospects of individuals who have completed the program.
    v. 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.
    vi. Proposer would prioritize partnering with organizations that offer (or directly provide) trainings that lead to middle-skill jobs.
    vii. Ideally, trainings would be conducted onsite at the Jobs-Plus office where possible.
    viii. High-value credentials should be emphasized. A high-value credential is defined as a credential (or, in the case of trainings that do not lead to credentials but are based on employer input, the successful completion of a training) that can help a jobseeker attain a higher-paying position on the basis of the credential alone, provided the jobseeker has the appropriate skills, education, and experience for the position *but* they are only missing the credential. Short-term credentials are often required for jobs but would not help a jobseeker attain a higher-paying job. Examples of high-value credentials include: Certified Professional Coder (CPC) in Medical Coding offered by American Academy of Professional Coders (AAPC); Certified Coding Associate (CCA) in Medical Coding offered by AHIMA (American Health Information Management Association); Commercial Driver's License (Class A, B, or C); Emergency Medical Technician certification; Certified Clinical Medical Assistant (CCMA); and Computer Numerical Control (CNC) Machinist certification. Examples of appropriate trainings that can land trainees a good job but do

not result in a credential include, but are not limited to: Web Developer, Software Engineer, and Line Cook.

w. College Access*:* The proposer would promote access to and completion of free and/or affordable two-year and four-year college degree programs such as those offered at the City University of New York (CUNY).
   i. Proposer 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.
   ii. Proposer would help members to apply for financial aid via the Free Application for Federal Student Aid (FAFSA), specifically seeking the New York State Tuition Assistance Program (TAP), Excelsior Scholarship, NYCHA-CUNY Resident Scholarship Program, as well as other available scholarships and financial resources.
   iii. Proposer would create linkages to free academic programs offered through the City University of New York (CUNY) and State University of New York (SUNY)
   iv. Industry Partnerships: The proposer, 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).
   v. Department of Small Business Services (SBS) Employment and Training Opportunities:
      a. The proposer, with support from HRA and SBS, would maximize employment opportunities through SBS sponsored "Hiring Halls" events and connections to local workforce 1 providers.
      b. The proposer, with support from HRA and SBS, would maximize opportunities offered via SBS by preparing, referring, and supporting members in completing trainings leading to higher wages.
   vi. Other Service Options: The proposer would consider offering (directly or through subcontract or partnership) the following services to members. Offering these services is optional and not required:
      a. Bridge Instruction: The proposer may offer, directly or through partnership, bridge programming aimed at increasing education levels to help members qualify for occupational training, employment, or further education offerings.
      b. Internships: The proposer 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. 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.
      c. Mentorship: The proposer 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.

<u>Employer Engagement and Job Placement</u>

vii. The proposer would offer both immediate and longer-term 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 middle and high-wage jobs.

viii. The proposer would provide job placement services that are individualized based upon members' age, level of readiness, experience, skills, and other relevant factors but would ultimately focus on long-term rather than short-term career goals.

ix. The proposer would help members secure employment via direct employer relationships, assisted job search and through partners such as Workforce1 Career Centers, connect and engage with Trade Associations and Chambers of Commerce for employer opportunities, and collaborate with other Jobs-Plus sites on shared employment opportunities.

x. The proposer would host job fairs, connect members to job fairs throughout the City, and offer employers on-site recruiting opportunities as appropriate.

xi. The proposer would ensure 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 proposer's target industries and employers for placing members during the upcoming quarter and the placement volume expected by the proposer.

xii. The proposer 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

xiii. The proposer would provide strong sector-focused retention and advancement services to new members as well as existing members who were placed into jobs in previous years. Proposer support would be consistent with the career pathways framework of successive movement up a career ladder in a specific sector with increasing wages, leading to long-term self-sufficiency.

xiv. Ongoing communication: Proposer staff would ensure immediate, consistent, and strategic contact is maintained with members beyond job placement. Proposers 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 Teams/Zoom, Skype, Facebook, text, email, and phone to communicate with members who are placed in employment.

xv. Career Planning and Advancement: Proposer 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.

xvi. Incentives: Proposer staff would provide incentives to members upon placement and throughout the retention period. Although transportation support has been the traditional incentive offering, innovative incentives that meet member needs and promote healthy financial habits are highly encouraged. For example, a proposer 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.

xvii. Coaching: Proposer 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.

xviii. Employer advocacy: Proposer 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.

xix. Incorporate Holistic and Support Services: Proposer staff work with members to identify any needs which would hinder an employment retention outcome. If a need arises, the staff would connect the members of the Health and Support Services team for support services.

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.

**2. Evaluation:**

This section will be evaluated based on the quality of the proposed approach and extent to which the proposer demonstrates successful relevant experience and capacity to deliver Career Services to the target population based on the criteria in this section. It is worth a maximum of **20%** in the Proposal Evaluation.

**B. <u>Holistic and Social Supports (formerly C2C):</u>**

**1. Program Expectations**

a. The proposer would provide comprehensive wrap-around support services that address the fundamental needs of Jobs-Plus members. This holistic approach promotes members' well-being by mitigating obstacles in all aspects of their lives and empowering them through the utilization of a network of community resources.

b. The proposer would provide appropriate ongoing direct case management services that are tailored to meet specific needs of members. Jobs-Plus is unique not only because it is a place-based program but functions as a hybrid of workforce development with Holistic and Social supports. Delivering Holistic and Social supports would focus on reducing barriers to employment beyond job readiness and skills upgrade activities.

c. The proposers would need to develop procedures/strategies on engaging members to participate in Holistic and Social Support services at intake, maintain program engagement, and reengage members who stop participating in Jobs-Plus before finding employment or engaging in education/training.

d. The proposers would help members during times of transition, such as facing a benefits cliff, safety-network supports (i.e., becoming ineligible for Cash Assistance benefits and

rent increase due to employment earnings) or transitioning out of the criminal justice system, by using tailored strategies to address the varied transition-related needs.

e. The Holistic and Support Service staff would include social workers that would have a hands-on role in supporting the program's goals.
f. The proposer would ensure social workers established appropriate linkage agreements with external providers for individualized support.
g. The proposer would maintain at least one (1) staff member with a Master's in Social Work (MSW) within the Holistic and Support Service team. The Jobs-Plus staff would serve as navigators, providing tailored support during member transitions, including program entry, employment, transition out of the criminal justice system. All staff would demonstrate cultural competency and a deep understanding of the target population to foster the trust and relationship-building necessary for high-program engagement.
h. The proposer would ensure that staff are knowledgeable about HRA's, and other city agencies' available for social supports. This would maximize clients' participation and facilitate cooperation with scheduled appointments and activities.
i. The proposer would ensure that members can access Holistic and Social Support services in person, on-site, and in a remote hybrid environment.
j. The proposer would use various technologies - including but not limited to texting, social media phone calls, emails as well as virtual meetings - to conduct outreach and awareness of available Holistic and Support Services.
k. The proposer would use virtual technology tools to provide telehealth services for members who are unable to visit the office and are demonstrating a need for services.
l. The proposer would design on-site, and hybrid service coordination approaches based on identifying clients' level of engagement based on their experience, work history, and motivation to work.
m. Providing holistic supportive services is crucial for members success in employment and educational attainment. The proposer would coordinate outreach and education activities to Jobs-Plus community by leveraging resources to support members' access critical support services that would result in programmatic outcomes by addressing the individual needs of the communities Jobs-Plus serves.

   The proposer would be required to offer a range of wraparound services for all program participants in the following service tiers:

   i. Mental Health Supports
      a. Assessment Screenings: Use validated tools to screen consenting members for mental health symptoms and re-screen members at appropriate intervals (which would vary, based on population needs and the interventions selected) to identify changes in symptoms and adjust clinical services.
      b. Provide care coordination to Jobs-Plus members. Care coordination entails identifying strategies to meet member needs, including psychoeducation and other strategies offered by the CBO, and entails offering clinical referrals to all members who want or need them. Clinical referrals would include a warm hand-off to the clinical provider and coordinating follow-up from the referral, including any outcomes. Clinical referrals may be made to the on-site part-time clinician or to off-site partners. The proposer would proactively follow up with members being

referred to confirm receipt of services or offer services for members who previously declined.

c. Establish linkage agreements with the goal of referring members in need to medical, mental health, and/or substance use treatment providers and establish a protocol to confirm receipt of services.
d. Should off-site referrals for clinical care be necessary, make referrals and ensure members would be able to access services by public transportation and the referred location would be within 30 minutes of member's residence and/or the Jobs-Plus location. In addition, ensure the referred location would be a licensed clinical practice and have a standard wait time that is less than a week for intake and first appointment.

ii. Community Health Supports
   a. Health Insurance/Medicaid Access: Proposer would be responsible for conducting service coordination for members in need of affordable healthcare. Members who are employed and don't meet the criteria for Medicaid would connect members to healthcare vendors operating under the "Affordable Care Act".
   b. Wellness support: Proposer would partner with community health providers offering services that promote wellness. This includes connections to the following community health screenings services, but not limited to the following:
      - Allergy testing
      - Blood pressure checks
      - Blood Sugar/Glucose (Diabetes screenings)
      - Cholesterol
      - Cancer Screenings
      - Visual and Hearing
   c. Prenatal Care Resources: Proposer would be required to partner with local community organizations to promote prenatal care awareness. This also includes connections to resources that would support the following:
      - Lactation Consultants
      - Birth/Doula supports
      - Health screenings
      - Newborn support
      - Education in health resources
   d. Food insecurity/healthy food awareness: Proposer would be required to partner with local or centralized NYC Food Banks to promote access to healthy food education and resources. Proposer would refer members to food banks and food pantries to support members who are employed or underemployed.
   e. The proposer would work with HRA to ensure members have access to work supports including Supplemental Nutrition Assistance Program (SNAP) benefits.
   f. Personal Hygiene Awareness: Connect members to hygiene product resources to ensure members maintain health and prevent the spread of disease and preserve health.

iii. Social Service Supports: Additional wraparound social service supports to address the immediate and essential needs of members present not exclusive to employment that

would increase members participation in Jobs-Plus program activities. Social service support services would include, but not limited to the following:

a. Access to Childcare: Provide support in identifying and enrolling in quality childcare services, including evening or non-traditional hour care for working parents.
b. Childcare Voucher Application Support: Assist members with applying for ACS childcare vouchers and navigating the eligibility process, ensuring timely submission and follow-up.
c. Improved connections to NCP Support: Strengthen connections to support services for non-custodial parents (NCPs), including education, employment, and mediation resources offered through HRA affiliated programs like Career Track, HRA Office of Child Support Services (OCSS), and other partners.
d. Housing/Shelter Vouchers: Provide screening, referrals, and application assistance for housing subsidy programs, including Section 8, CityFHEPS, supportive housing, and emergency shelter placements.
e. Domestic Violence Support: Establish referral pathways with domestic violence advocacy programs, ensuring members have access to safe support, and trauma-informed care.
f. Clothing Assistance: Coordinate access to appropriate clothing for job interviews, work, and educational settings through partnerships with community closets and donation centers.
g. Personal Care Services: Provide avenues for obtaining free or low-cost haircuts, hair styling, shaving, and additional personal care for members scheduled for job interviews. Proposer would partner with beauty schools, salon programs, and local barbershops.
h. Access to Legal Services: Create linkages for justice impacted members to providers offering free legal services which would support access to depositions for employment related opportunities.
i. Parenting Support: Link parents to parenting education, coaching, and support groups to strengthen family functioning and enhance children's well-being.
j. Fatherhood Programs: Connect male caregivers to programs that promote responsible fatherhood, economic stability, and healthy relationships.
k. In addition to direct services, proposer would:
    - Develop tailored outreach and education strategies to normalize and de-stigmatize seeking support for basic needs among members.
    - Provide access to basic needs resources during on-site community events or resource fairs to improve visibility and access.
    - Track member utilization of basic needs supports and document any follow-up actions and outcomes in member records.
    - Ensure cultural and linguistic appropriateness in the delivery and referral of services, particularly for immigrant families, justice-involved individuals, LGBTQIA+ members, and young parents.
    - Develop protocols for emergency support referrals in instances of member crises related to food insecurity, housing instability, or safety concerns.

- Proposer would approach Basic Needs Supports as essential building blocks toward members' long-term economic mobility and ensure these services are responsive to the evolving needs of the communities they serve.

l. The proposer would establish organizational linkages or partnership agreements that allow staff to easily refer clients to off-site social services when the provider lacks capacity or expertise to directly provide the services.

m. The proposer would leverage Jobs-Plus locations to coordinate promotional activities with community partners with the objective to outreach and recruit members to participate in services such as (but not limited to): conducting information sessions, application for services, and resource fairs.

n. The proposer would connect members to services and encourage members to engage in services such as (but not limited to): legal services; mental health services; services for parents including referral to the child support program, Family Court, or other services such as fatherhood, healthy relationship, and parenting; services for lesbian, gay, bisexual, transgender, questioning, and gender non-conforming community clients; and services for opportunity youth and justice involved clients.

o. The proposer would build and expand social support partnerships with City-sponsored programs and community-based organizations, along with Minority- and Women-Owned Business Enterprises.

p. The proposer would have established relationships with external organizations and community stakeholders that can provide specific social support.

**Evaluation:**

This section will be evaluated based on the quality of the proposed approach and extent to which the proposer demonstrates the capacity to deliver Holistic and Social Supports (formerly C2C) to the target population based on the criteria in this section. It is worth a maximum of **13%** in the Proposal Evaluation.

## C. Financial Counseling and Related Supports

### 1. Program Expectations:

a. The proposer would provide ongoing one-on-one financial counseling/coaching[11] to assist members in setting and reaching financial goals, such as decreasing debt, establishing and/or improving credit scores, connecting to safe and affordable financial products, budgeting, 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 financial benefits of maintaining employment.

b. Although the financial counselor would take the lead role in providing financial counseling, the proposer would ensure 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. The proposer would select one of the following three (3) options to provide for **required** financial counseling services:

[11] Financial counselor and financial coach will be used interchangeably throughout this document.

[11] More information about DCWP/OFE can be found at http://www1.nyc.gov/site/dca/consumers/get-free-financial-counseling.page l

i. Direct on-site provision of financial counseling through appropriately qualified staff person(s) (See Section D. Staffing for Program Expectations related to qualification requirements of program staff, including financial counselors), subject to approval by HRA with guidance from New York City Department of Consumer and Workers Protection (DCWP), Office of Financial Empowerment (OFE), based on proposer capacity, relevant experience, and proposed approach for financial counseling service delivery. This option requires:
    a. Proposers have current experience providing financial counseling services as one of OFE's Financial Empowerment Center providers, or are otherwise contracted by OFE to provide financial counseling or coaching services, please see attachment D (Financial Empowerment Centers for a list of DCWP/OFE contracted financial counseling providers.[11]
    b. Proposers who are not one of OFE's financial counseling providers, would have at least three (3) years of successful experience running financial counseling or coaching programs, and adhere to OFE's financial counseling model. See Attachment D (Financial Empowerment Centers) for more information.

ii. Direct on-site provision of financial counseling by subcontracting financial counseling and coaching services from one of OFE's contracted financial counseling providers or otherwise appropriately qualified financial counseling provider as described in Section (C)(1) (c)(i)(b) above.

iii. Direct on-site provision of financial counseling through appropriately qualified staff person(s), coupled with a contract for technical assistance from an OFE-contracted financial counseling provider, or otherwise appropriately qualified financial counseling provider (as described in Section (C)(1) (c)(i)(b) above), to provide expert support and guidance for the financial counselor(s) throughout the contract term.

Establishing and Increasing Credit

d. The proposer 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

e. The proposer 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

f. The proposer would evaluate and educate members on appropriate safe and affordable financial products and services, and provide counseling on how to advocate financial institutions for the most appropriate products and services such as NYC Safe Start Accounts[12]. Proposer would also provide support and guidance in appropriate and viable savings and asset-building strategies.

Work Supports

g. The proposer would work with HRA to ensure members have access to free tax prep services annually in coordination with DCWP's NYC Free Tax Prep program and/or Volunteer Income Tax Assistance (VITA) locations either in person or virtually in order to help Jobs-Plus members to access tax benefits such as the Earned Income Tax Credit (EITC). HRA and OFE would aid in establishing and maintaining these partnerships.

HRA Office of Child Support Services Collaboration

h. The proposer would work with HRA's Office of Child Support Services (OCSS) to provide members with assistance establishing, modifying, and complying with a child support order. Specifically, proposer staff would help to alleviate members' fear of wage garnishment as a disincentive to work and to reduce child support debt which could be a barrier to obtaining and retaining employment.[13]
    i. During initial enrollment into Jobs-Plus, the proposer would conduct a review of child support and its impact for custodial and non-custodial parents (NCPs). For those who have a child support case, proposer would encourage members to complete an *Authorization to Share Information* that would allow the proposer to access OCSS' Child Support Snapshot application 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 review of child support and its impact, the proposer would take actions to help custodial and non-custodial parents. For members who are custodial parents but do not have a child support case, the proposer would refer such individuals to OCSS to connect them to the child support program. For those who are non-custodial parents in the child support program, the proposer would make a referral to OCSS for the following services, as appropriate:
        a. Modify DSS Order (MDO): NCPs who earn below the NYS Self Support Reserve ($16,839 per year) and whose families are presently receiving Cash Assistance can meet with a child support worker located in OCSS' Customer Service Walk-In Center and enter into an agreement that would change their order amount to reflect their actual income.
        b. Arrears Cap: Child support debt owed to the government can be reduced if the debt grew while the NCP's income was at or below the federal poverty level.

[12] 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.)*

[13] 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.

c. Arrears Credit Program: In exchange for paying their current child support order for a year, NCPs may have their arrears owed to the government reduced by up to $5,000. The NCP can remain in the program for up to three years, potentially reducing arrears by $15,000.
d. 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 the New York State Noncustodial Parent Income Tax Credit.

**Evaluation:**

This section will be evaluated based on the quality of the proposed approach and extent to which the proposer demonstrates successful relevant experience (for options c. i and c. iii only)[14] and capacity to deliver Financial Counseling and Related Supports based on the criteria in this section. It is worth a maximum of **12%** in the Proposal Evaluation.

**D. <u>Community Support for Work</u>**

**1. Program Expectations:**

a. The proposer and any subproposers would have a minimum three (3) years within the last five (5) years of recent successful experience managing programs of a similar scale and scope outlined in this RFP, directly implementing community engagement for 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).

<u>Partnerships and Collaborations</u>

i. The proposer would establish linkages to local resources by partnering with supermarkets, barbershops, salons, libraries, childcare providers, and others in order to promote Jobs-Plus services. In some cases, businesses may offer free services or discounts to Jobs-Plus members as a means of supporting their work efforts. These community partnerships can also be a source of employment opportunities. Partnerships may be formal or informal depending on the nature of the business.

ii. As a place-based program, Jobs-Plus has become part of a network of local providers that serve each targeted community. Proposers would have an understanding of existing community services and coordinate with and/or complement these organizations.

iii. Proposers would effectively integrate Jobs-Plus into the community it serves. This means Jobs-Plus should have relationships with local community boards, to gain an understanding of the needs in the community and be a point of reference for economic opportunities that would be developed and able to receive referrals. Furthermore, Jobs-Plus should have relationships with local school districts Parent

[14] Experience of the proposing organization (or organizations if joint proposal with multiple leads) <u>and</u> that of any proposed subproposers can count toward the experience requirements.

Empowerment Liaisons and School Based Liaisons to promote Jobs-Plus within the NYC Department of Education school system.

The proposer would develop and maintain relationships with City Agencies and other organizations in order to effectively connect members to education and training, social support, and other programs/services remaining up-to-date on changes in program offerings and requirements for the services to which they refer members. Although Jobs-Plus serves residents of targeted housing developments regardless of whether those residents receive HRA benefits, Jobs-Plus would be able to take advantage of referrals to other HRA Career Services programs for 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. Additionally, the proposer is encouraged to develop additional opportunities with partnering organizations.

Marketing and Outreach

b. The proposer would use diversified marketing strategies to reach a wide range of residents within their service catchment area, taking into consideration the varying demographics, needs, work experience, skills, education levels, and other career interests.
c. The proposer would coordinate with NYCHA on outreach strategies during the contract term. Strategies may include, but are not limited to the following:
    i. Working with NYCHA to obtain a license agreement to conduct outreach on grounds of NYCHA developments.
    ii. Working with NYCHA property management on posting flyers within and around the NYCHA development.
    iii. Advertising upcoming events and programs offerings on social media
    iv. Working closely with NYCHA's REES Office and Zone Coordinators to leverage NYCHA customer touch points, so that residents are connected with and can take advantage of Jobs-Plus as a local and quality resource.
    v. Engaging residents and NYCHA resident leadership to promote the program
    vi. Attending community events such as Tenant Association Meetings, Family Days, and other NYCHA community related events.
    vii. Access to receive referrals through the NYCHA REES referral system, and self-referrals system.
    viii. Using traditional and automated services to contact residents via text, calls, emails, and mailings.
    ix. "Tabling" in front of Jobs-Plus offices, outside or in property management office in association with NYCHA.
    x. Encouraging residents to refer a friend to the program
d. To build program awareness, the proposer would develop and execute strategies targeting local businesses, neighborhood associations, community boards, and elected officials to ensure Jobs-Plus is well known in the community it serves with the objective to increase word of mouth program visibility. Strategies may include, but are not limited to the following:

i. Building strong bonds with community boards, particularly with the Economic Development and Housing Committees to promote the services of Jobs-Plus and provide Jobs-Plus with an opportunity to gain access to jobs orders for local economic development projects.
ii. Developing relationships with local public-school systems such as parent empowerment liaisons and school-based liaisons to promote Jobs-Plus services.
iii. Establishing a network with Local business organizations such as Business Improvement Districts (BID), Chamber of Commerce, and Business incubator Organizations located in the communities where Jobs-Plus is located.

Community Coaches

e. The proposer 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 ensuring that community coaches help to create a social environment where an emphasis on work is pervasive.
    i. Community Coaches would be used strategically within the operation of Community Support for Work, using specific plans for the selection, structure, and training of Community Coaches. Specific outreach would be conducted to ensure young men are recruited as Community Coaches throughout the duration of the program.
    ii. Community Coaches would receive adequate supervision and guidance, as well as a fair wage. While coaches are ultimately members of the Jobs-Plus staff, they are still expected to receive the same level of service as other Jobs-Plus members as it pertains to achieving their career and financial goals.

Resident Engagement

f. The proposer would engage Jobs-Plus members in regular feedback through group discussion, individual discussions, and surveys to ensure programming fits residents' needs. Additionally, the proposer would create opportunities for residents to establish linkages and bonding activities for the purpose of developing social ties.

NYCHA Touch Points

g. The proposer 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.
    i. The proposer would participate in ongoing meetings with NYCHA frontline staff, organized by Zone Coordinators, ensuring that there is a strong working relationship between Jobs-Plus proposer staff and NYCHA frontline staff, including ensuring effective use of the NYCHA Resident Referral System. These ongoing meetings would occur at regular frequencies.
    ii. The proposer 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.
    iii. The proposer would work with the NYCHA REES Zone Coordinator to connect residents to NYCHA-focused employer-linked training and job opportunities (e.g. NYCHA Resident Training Academy), as well as leverage the existing partnerships that REES has solidified with over 70 economic opportunity providers.

iv. The proposer would work with NYCHA REES on scheduling community engagement and outreach activities on NYCHA grounds through the execution of NYCHA license Agreements.

**Evaluation**:

This section will be evaluated based on the quality of the proposed approach and extent to which the proposer demonstrates successful relevant experience[15] and capacity to deliver the elements of Community Support for Work based on the criteria in this section. It is worth a maximum of **10%** in the Proposal Evaluation.

## E. Staffing

### 1. Program Expectations:

Organizational Structure/Capacity

a. The proposer 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 proposer organization to play an effective role in developing, implementing, and overseeing the program.

b. The proposer would have successful experience adopting and integrating new practices, program models, and/or protocols into their organization (such as what is expected related to Holistic and Social Support component in this RFP), based on past success in areas such as meeting new contract requirements, addressing unmet needs of those they serve, and/or incorporating evidence-based practices into existing services.

Program Staff

c. The proposer would develop a staffing plan using the list of required staff positions (titles can 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.

i. Program Director (1 FTE): 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 within the last seven (7) years. Program Directors are subject to approval through HRA.

ii. Assistant Director (1 FTE): manage overall day-to-day operations; supervise staff; design and oversee outreach and marketing strategy; report on progress towards program performance; act as a Management Information System (MIS) liaison, both for HRA systems and for Jobs-Plus database. The Assistant Director must have at least a Bachelor's degree and must have a minimum of three (3) years of successful, similar experience within the last five (5) years. Assistant Directors are subject to approval through HRA.

iii. Social Worker (1 FTE): lead the Holistic and Social Support component of the Jobs-Plus program and would have a hands-on role in supporting the program's mental and other service delivery goals including establishing linkage agreements with external partnerships for individualized members support, coordinating staff trainings and continuing coaching and supervision, delivering coaching directly as needed, leading technical assistance engagement of the site, participating in Case

[15] Experience of the proposing organization (or organizations if joint proposal with multiple leads) and that of any proposed subproposers can count toward the experience requirements.

Conferences, coordinating pathways to clinical and support for members, and other related functions. The Social Worker must have at least a master's in social work (MSW) and must have a minimum of five (5) years of successful experience working in social services, mental health and/or substance use, or a related area within the last seven (7) years. Ideal candidates have experience implementing partnerships and experience in the implementation of community health service models, though these are not requirements. Preferred licensures include a Licensed Clinical Social Worker (LCSW), Licensed Master Social Worker (LMSW), Licensed Mental Health Counselor (LMHC), Licensed Marriage and Family Therapist (LMFT), Licensed Creative Arts Therapist (LCAT), or a licensed psychoanalyst. Social Workers are subject to approval through HRA.

iv. Case Manager (1 FTE): support the social worker in providing counseling services and connections to additional support services through a network of referral partners as needed for Jobs-Plus members. Case Managers should have at least three (3) years of case management work experience within the last five (5) years and have a bachelor's degree. Case Managers are subject to approval through HRA.

v. Employment Coordinator (1 FTE): create and maintain relationships with employers; market Jobs-Plus members to employers; work closely with Workforce1 career centers.

vi. Career Development Specialists (2 FTE): conduct job-readiness workshops; plan and facilitate training workshops on career-related topics; provide retention and advancement services; assess resident's employment and training needs; help members complete career plans.

vii. Education Specialist (1 FTE): support members with enrollment and completion of HSE, college, and occupational training programs.

viii. Community Coaches (PT): conduct outreach and serve as liaisons and motivators (only residents of the target developments (see "Target Population' table on page 8) are permitted for these positions; envisioned as two (2) or more part-time positions).

ix. Financial Counselor (1 FTE): provide members with assistance in setting personal financial goals, and developing strategies to achieve those goals, in addition to receiving help accessing safe and affordable financial services, building assets, navigating the often times complex territory of debt management and credit building, and addressing financial emergencies, as well as understanding NYCHA rent incentives, the importance of child support, and the Earned Income Tax Credit; conducting child support assessments and referrals to HRA's Office of Child Support Services, if necessary. Financial Counselors must have at least either a bachelor's degree and a minimum of two years of full-time work experience, with preferred background in finance, financial education, counseling/coaching, or social service delivery; or four to eight years of full-time work experience in financial education, counseling/coaching, or social service delivery hour and capacity (including language skills) to serve the program's population. Financial Counselors are required to successfully complete DCWP/OFE's financial counselor certification, a 45-hour accredited course in personal finance offered through the City University of New York (CUNY).

d. The proposer would ensure that the staff providing the services under the contract have 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 staff under the Jobs-Plus contract whether employed by the proposer or by subproposers.

e. The proposer 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.
f. The proposer 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.
g. The proposer would provide oral and/or written translation and/or interpretation services to limited English proficient individuals who seek or receive benefits or services from proposer consistent with the City of New York's Local Law 73 and Executive Order 120 (see Attachment G and Attachment H)

<u>Ongoing Staff Development and Retention</u>

h. The proposer 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, requires, and/or recommends.
    ii. Ensure that all staff are trained in Mental Health First Aid (MHFA) in the first year of the contract, and all new employees are trained in MHFA over the life of the contract. Ensure staff is trained in other interventions relevant to Holistic and Social Support, per proposer's HRA-approved implementation plan, which would include opportunities for ongoing learning and booster training for the interventions.
    iii. Ensure appropriate staff are provided with and engage in continuing coaching and supervision sessions related to Holistic and Social Support.
    iv. Ensure all staff stays up-to-date on training in best practices for workforce development and other Jobs-Plus services.
    v. Ensure all staff engage in HRA-required training as well as HRA-facilitated learning networks among Jobs-Plus proposers, where best practices and lessons learned can be shared.
        a. Specifically related to Holistic and Social Support, the proposer would participate in a robust, regularly convened Learning Community so that Holistic and Social Support staff and related staff across the Jobs-Plus network could collaborate and share best practices.
    vi. Ensure all staff participates in technical assistance scheduled by HRA during the duration of the contract. Areas of technical assistance may include workforce development, mental health skills, database management, etc.
        a. Specifically related to Holistic and Social Support, the proposer would participate in technical assistance provided by HRA and its partners. The technical assistance would focus particularly on identifying needs, establishing and delivering screening protocols, selecting psychoeducation strategies, implementing training, coaching, and supervision plans, creating effective referral pathways, tracking outcome data, and protecting member health data in accordance with HIPAA (Health Insurance Portability and Accountability Act). Technical assistance would also support sites in a process of reviewing policies and

procedures to ensure they are trauma-informed and based on best practices.

vii. Implement specific strategies to ensure staff retention and maintain high staff morale.

viii. Ensure program staff regularly hold case conferences to review member progress, exchange information, and share member service strategies, including mental health-related services.

ix. Host supervisory meetings with staff to discuss progress and performance towards expected outcomes, identify areas for growth, and provide additional resources.

**Evaluation:**

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 **10**% in the Proposal Evaluation.

**F. <u>Monitoring, Systems, and Reporting</u>**

1. **Program Expectations:**

<u>Monitoring and Systems</u>

a. The proposer 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 proposer would use a web-based management and evaluation tool, provided and funded by HRA, to track individual member achievement towards goals and measure overall program success using related measures (see Attachment E, Performance Assumptions and Documentation for Outcomes). Training would be provided by HRA and/or contracted database vendor, at no cost. Proposers 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 proposer would use additional HRA- or City-hosted systems, including but not limited to Payment and Claiming System Web (PaCS Web) and Passport

<u>Reports and Other Requirements</u>

d. The proposer 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 would be provided to awarded proposers prior to contract start.)

ii. Participate in ongoing accountability meetings, led by HRA. In these meetings, Jobs-Plus proposers would be held accountable for performance outcomes. 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 NYC Opportunity or its designated evaluator. Such activities may include: site visits, surveys, interviews,

focus groups, administrative records reviews, and other data collection and evaluation strategies. Proposers may also be required to submit member-level and aggregate program data for this evaluation that are in addition to any HRA requirements, and request member consent if and as appropriate.

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. Proposers 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. If using subproposers, ensure oversight and quality assurance of services performed by these organizations. The lead proposer is accountable for all activities performed by subproposers and would provide appropriate monitoring and corrective action to ensure subproposers 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 proposers.

**Evaluation:**

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 **10%** in the Proposal Evaluation.

## G. Facilities and Sites

### 1. Program Expectations

a. The proposer would operate, per Service Area, service delivery site accordingly:

i. **The proposer would operate a site out of a program office which meets the following criteria:**

a. Within close proximity to the NYCHA development/s the program would serve: Proposer may operate out of an office space of its choice. The office would 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. If no closer options are available, HRA may consider locations that are up to 0.5 miles from the closest NYCHA building.

b. The annual per-contract funding amount includes rent costs. Such costs may alter the portion of the contracts that are line-item and performance-based. Payments for rent would be via direct reimbursement. Rental rates shall not exceed the average market rate for commercial rents within the Service Area.

b. If required by HRA, the proposer would maintain satellite presence within designated NYCHA developments.

c. The proposer would operate a service delivery site that meets all Americans with Disabilities Act (ADA) requirements or have undertaken alternative measures in order to make program activities accessible to persons with disabilities.

d. The proposer 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 workstations, and common areas where classes, group meetings, on-site employer recruitment, and other activities can be conducted.

e. The proposer 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.

f. The proposer 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 proposer 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.
   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.
   iv. Be compliant with City Annual Holiday Schedule
   v. Be compliant with all applicable New York City and State Codes.
   vi. Provide adequate heat, ventilation and air conditioning, as seasonally appropriate.
   vii. Provide sufficient daily seating capacity in all areas.
   viii. Provide adequate space and equipment for members engaged in program activities.
   ix. Provide adequate privacy protections for counseling (financial and mental health) and consultation sessions.
   x. Provide adequate security.
   xi. 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.
   xii. 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.

**Evaluation:**

This section will be evaluated based on the quality of the proposed approach to operating Facilities and Sites based on the criteria in this section. It is worth a maximum of **10%** in the Proposal Evaluation.

## H. Budget and Financial Management

### 1. Program Expectations:

a. It is anticipated that the maximum available funding for the contracts awarded from this RFx would be up to $40,005,175.00 (up to $13,335,058.33 per year). Maximum annual contract amounts per Service Area are included in the Basic Information section. Proposals should not exceed the corresponding maximum contract amount listed therein.

b. The proposer will submit a Budget Narrative that fully describes how the proposer would operate the program with a budget based on the anticipated available funding and would not exceed the annual funding amount available, based on the program expectations outlined throughout this RFx and consistent with the proposed program design. Budget Narrative would include:
   i. Justification for each cost item with a description of how the budget would enable the effective delivery of services described in the proposal, including the

identification and justification of all Personnel and Other than Personnel Services (OTPS), including administrative costs and fringe benefits.

ii. For Personnel Services, the titles of each position (full-time and part-time) for this program and explain how the costs for each position were determined.

iii. For operation, utilities and other support expenses, list each item and explain how the costs (of each item) were determined.

iv. For Rent and Occupancy, describe the space costs, including those involving a rental expense, their importance in the proposed program, and how costs were determined.

v. For contracted services, list the associated cost included in the funding request, explaining how the cost of the assigned work for the program was calculated. If it is a non-program service purchased from a vendor, describe the nature of the service, why it is needed, and how the costs relating to its purchase were determined.

vi. Any proposed overhead/indirect rate, including fringe, must be actual and auditable and supported by documentation.

c. The proposer's cost would enable effective delivery of services described in the RFx.

d. The payment structure of the contracts awarded from this RFx would be twenty-five percent (25%) performance-based and seventy-five percent (75%) line-item reimbursement.

i. HRA reserves the right to exclude specific cost types when calculating the proportion of the budget allocated to line-item versus performance-based funding structures.

ii. Up to twenty-five percent (25%) per year would be paid on a performance-based schedule. All milestones require documentation in the form, time, and manner requested by HRA. For performance-based milestones, the proposer may earn more or less of a particular milestone up to the total amount of their contract value allocated to the specific performance-based milestone, subject to HRA approval. HRA anticipates limiting milestone payments to no more than one of each type of milestone per member per year. Each milestone is defined as follows:

a. **Job Placement:** The milestone is achieved when a participant secures an initial employment placement for a minimum of twenty (20) hours per week and retain employment for 30 days following the job start date. Must be reported to HRA within 90 days of the job start date to receive credit. The position would pay at the prevailing minimum wage but cannot exceed the high-wage threshold established annually by HRA.

b. **High-Wage Job Placement:** The milestone is achieved when a participant secures an initial employment placement for a minimum of twenty (20) hours per week at a "high-wage" rate and retain employment for 30 days following the job start date. Must be reported to HRA within 90 days of the job start date to receive credit. The specific high-wage threshold is established annually by HRA. HRA reserves the right to apply these funds toward high-wage retentions milestones.

c. **4-6 Month Retention:** This milestone is achieved when a participant is employed within 4-6 months following their reported job start date for a minimum of twenty (20) hours per week at the prevailing minimum wage. The achievement of this performance milestone must be reported to HRA within the four to sixth-month window in order to receive credit.

d. **10-12 Month Retention:** This milestone is achieved when a participant is employed within 10-12 months following their reported start date for a

minimum of twenty (20) hours per week at the prevailing minimum wage. The achievement of this performance milestone must be reported to HRA within the ten to twelfth month window in order to receive credit.

e. **Education/Training Completion:** This milestone is achieved through the successful completion of a college semester or the attainment of a "high-value credential", as defined in this RFx. Short-term certifications – including, but not limited to Food Handler, CPR, First Aid, and Occupational Safety and Health Administration (OSHA) - would not qualify towards this outcome. HRA and its partners define "high-value" based on specific factors such as industry growth and earning potential, and HRA reserves the right to modify the list of approved credentials throughout the contract term. A "high value credential" assists a jobseeker attain a higher- paying position on the basis of the credential alone, provided the jobseeker has the appropriate skills, education, and experience for the position but they are only missing the credential. This milestone is flexible in its timing and may be earned either before or after a participant's job placement.

e. HRA reserves the right to set the wage floor for all job placement and retention milestones at levels higher than the prevailing minimum wage.

f. HRA reserves the right to modify existing milestones or pursue new performance-based milestone that HRA deems to be in the best interest of the City. This includes the right to adjust a proposer's not-to-exceed amount to reflect performance. **The following table outlines the payment amount per performance milestone and the anticipated proportion of the total performance budget that may be earned upon achievement, HRA reserves the right to adjust these proportions.**

| Performance Milestone | Milestone Payment | % of Performance-Based Budget |
|---|---|---|
| Job Placement | $500 | 28% |
| 4-6 Month Retention (70% of Job Placements) | $500 | 19% |
| 10-12 Month Retention (60% of Job Placements) | $500 | 17% |
| High-Wage Job Placement (35% of Job Placements) (in addition to payment of Job Placement milestone) | $1,000 | 19% |
| Education/Training Completion | $1,000 | 17% |

g. The proposer would also help members achieve additional Education and Advancement Preparation (EAP) outcomes, which are not connected to performance-based payments but would contribute to member outcomes. In relation to Holistic and Support Services the proposer would work with Jobs-Plus staff and members to achieve specific goals and outcomes related to providing Holistic and Support Services as part of the Education and Advancement Preparation (EAP) outcomes.

h. HRA reserves the right to set membership goals for proposers.

i. HRA reserves the right to require that specific portions of contract funds be spent on education and training for Jobs-Plus members.

j. The proposer would allocate a total of $210,000 annually for **Holistic and Support Services.** This allocation should include both Personnel Services (PS) and Other Than Personnel Services (OTPS) and be budgeted exclusively within the line-item portion of the annual budget.
k. The proposer may seek funding for one-time start-up costs, such as equipment, provided the total does not exceed ten percent (10 %) of the annual value of the first-year contract budget. Start-up costs are in addition to the contract value and are subject to appropriation. No portion of start-up funds may be used for Personnel Services (PS).
l. The proposer would have the financial strength and resources to handle a project of this size and scope.
m. The proposer would adopt strict fiscal controls to ensure that finances are managed appropriately. When issues are identified, the proposer would address promptly.
n. Costs associated with the HRA-provided data system should be excluded from the budget. Proposers should not allocate funds for this system.
o. All price and budget proposals should be prepared in accordance with The City of New York's Health and Human Service Cost Policy and Procedures Manual (Cost Manual). For the purpose of responding to this solicitation, proposers may use the 10% de minimis Indirect Cost Rate for purposes of budget comparisons, and final ICR will be determined post-selection..
p. The proposer would provide a Budget Narrative and a Proposal Budget Summary that fully describes how the proposer would operate the program with a budget based on the proposed funding and would not exceed the total maximum contract funding amount.

**Evaluation:**

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 **10%** in the Proposal Evaluation.

# Section 3 – List of Attachments

*RFX attachments in PASSPort*

Attachment A – Proposal Budget Summary
Attachment B – NYCHA Development and Resident Information
Attachment C – Family Self Sufficiency (FSS): Frequently Asked Questions for NYCHA Residents
Attachment D – Financial Empowerment Center Requirements and Model
Attachment E– Performance Assumptions and Documentation for Outcomes
Attachment F – New York State Department of Labor Internship Guidelines
Attachment G- New York City Local Law 73
Attachment H- Executive Order 120

# 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 non-responsive 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 discussion; therefore, the proposer's initial proposal should contain its best programmatic terms.

## B. Contract Award

Contract awards will be made to the responsive 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 through a natural break in scores. 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 in each competition pool. In the event of a tie, the proposer with the higher score in the "Career Services" category will be awarded. There are ten (10) Competition Pools (service areas), with one contract being awarded for each Competition Pool. Proposers must submit a separate and complete proposal for each Competition Pool for which they wish to be considered. HRA may award up to two (2) contracts per proposer based on the proposer's capacity to provide the service.

- In the event that a proposer is eligible for more than one contract award (proposers can submit to all competition pools) but may be awarded up to two contract awards. 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 prior to contract award, to determine the length of the initial contract term and each option to renew, if any, as allowed by the New York City Procurement Policy Board Rules.

- HRA reserves the right to skip proposers and to make awards that ensure the availability of services across all competition pools and/or to ensure appropriate coverage of target populations.
- Should any additional funding become available prior to the beginning of the contract(s), negotiations may also include capacity increases as compared to the proposed capacity criteria set forth in the RFx.
- HRA reserves the right to award the highest technical proposal(s) an amount less than it has proposed, based on proposer'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 proposer responsibility and administrative capability.

**Community Hiring Requirements**

Pursuant to Section 3502 of the New York City Charter, the Contract to be awarded from this solicitation would be subject to the Community Hiring requirements set forth in the rules promulgated under Title 74 of the Rules of the City of New York ("Community Hiring Rules"). The contract(s) awarded] with a total/cumulative value more than three million dollars ($3,000,000) will require the Vendor to make best efforts to employ Income-Based Community Hires as defined under Section 1-02 of the Community Hiring Rules, in order to meet the workforce goal (the "Community Hiring Goal"). Any sub-vendor awarded to perform services or other obligation under a sub-agreement exceeding twenty thousand dollars ($20,000) in total dollar value would be required to make best efforts to extend offers of employment to Income-Based Community Hires.

The Community Hiring Goal is to hire one Income-Based Community Hires for every five hundred thousand dollars ($500,000) in total value of the Contract(s) awarded. For credit towards the Community Hiring Goal, the Income-Based Community Hire hired by the Vendor or sub-vendor does not need to perform services under this Contract to be credited towards the fulfillment of the goal.