

**THE CITY OF NEW YORK  
CENTER FOR ECONOMIC OPPORTUNITY (“CEO”)**

**AND**

**THE CITY OF NEW YORK  
HUMAN RESOURCES ADMINISTRATION (“Agency” or “HRA”)  
Office of Evaluation & Research**

**REQUEST FOR PROPOSALS  
for  
CEO PROGRAM EVALUATION**

**PIN: 069071103079**

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#### **AUTHORIZED CITY CONTACT PERSON**

**Proposers are advised that the Authorized Contact Person for all matters concerning this Request for Proposals is:**

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Office of Evaluation and Research  
180 Water Street, 22<sup>nd</sup> floor  
New York, New York 10038  
Telephone: (212) 331-6091  
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**SECTION I - TIMETABLE**

**A. Release Date of the Request for Proposals:** June 12, 2007

**B. Questions**

Substantive questions regarding this RFP must be issued in writing to the Authorized City Contact Person, whose address is indicated on the cover of this RFP. Questions received prior to the Pre-proposal Conference will be answered at the conference. All substantive information and/or responses to questions addressed at the conference will be included in an addendum to the RFP that will be sent to all organizations known to have received a copy of the RFP. CEO and HRA cannot guarantee timely response to substantive questions received after the conference.

**C. Pre-Proposal Conference:**

- **Date:** June 25, 2007
- **Time:** 2:00 p.m.
- **Location:** 2 Washington Street, 22<sup>nd</sup> floor Conference Room  
New York, New York 10004

Attendance by proposers is optional but recommended by CEO and HRA.

**D. Proposal Due Date and Time and Location:**

- **Date:** **July 17, 2007**
- **Time:** 2:00 p.m.
- **Location:** Proposals shall be submitted to the:  
NYC Human Resources Administration  
Office of the Agency Chief Contracting Officer – RFP Unit  
180 Water Street, 14<sup>th</sup> floor  
New York, New York 10038

CEO and HRA advise proposers to deliver proposals by hand. E-mailed or faxed proposals will not be accepted.

Proposals received at this Location after the Proposal Due Date and Time are late and shall not be accepted by the Agency, except as provided under New York City's Procurement Policy Board Rules. The Agency will consider requests made to the Authorized City Contact Person to extend the Proposal Due Date and Time prescribed above. However, unless the Agency issues a written addendum to the RFP that extends the Proposal Due Date and Time for all proposers, the Proposal Due Date and Time prescribed above shall remain in effect.

**E. Anticipated Contract Start Date:** November 1, 2007

## **SECTION II - SUMMARY OF THE REQUEST FOR PROPOSALS**

### **A. Purpose of RFP**

**The Center for Economic Opportunity and HRA are seeking a qualified contractor to conduct evaluations of the CEO initiatives (approximately 35 projects) across approximately 20 agencies.**

In January 2006, Mayor Bloomberg announced his intention to reduce the number of men, women and children living in poverty in New York City. To this end, he formed the Commission for Economic Opportunity (“Commission”) to study the nature of poverty in New York City and to devise a blueprint to reduce poverty and increase access to opportunities for economically disadvantaged citizens. The Commission led an extensive and collaborative process to understand the issues and solutions required to reduce poverty. In September 2006, the Commission announced its recommendations aimed at reducing poverty for three key populations: the working poor, young adults – ages 16 to 24, and children – ages 0 to 5.

The Center for Economic Opportunity was established to develop the Commission’s recommendations into innovative initiatives and to work with New York City agencies to design and implement evidence based strategies and projects aimed at reducing poverty. CEO and HRA anticipate that these projects will be in various stages of operation or development during the term of the contract resulting from this RFP (e.g., some projects will have been operating for a short period while others will still be under development.) These poverty reducing projects center around four key issues:

- Health: including reducing teen pregnancy and improving health.
- Education and Skills: including improving school attendance, educational attainment, enhancing job skills and improving life skills.
- Employment: including promoting career ladders, transitional job experiences, job placement and retention, employer relationships and job development.
- Income & Assets Stability: including accessing work supports and public benefits, reducing recidivism, supporting housing stability, promoting asset building and increasing income.

CEO’s initiative is a diverse set of programs that aim to reduce poverty among young adults, families, and the working poor. Many of these projects target residents of selected communities with high poverty rates. Some of the projects are ambitious new undertakings, while others may be implemented with limited resources or adjustments to existing programs. CEO and HRA are committed to evaluating the overall initiative but also anticipate that not all programs will be evaluated in the same manner or will require the same level of assessment.

CEO is charged with rigorously evaluating all of the projects to determine which projects are successful in assisting poor households to increase their self-sufficiency. Successful programs will receive ongoing funding and may be replicated, whereas projects that do not produce the intended results may be discontinued. CEO will have a small in-house evaluation team and is currently working with City Agencies to develop a monitoring/performance measurement framework and establish basic data collection practices. The monitoring/performance

measurement framework is expected to be in place by the summer of 2007 and will provide some basic client and performance data for the evaluation effort. With this RFP, CEO seeks to hire an evaluation firm to conduct implementation, outcome, and benefit-cost evaluations. CEO and HRA do not anticipate that the contractor would subcontract any part of the contract resulting from this RFP. The evaluation contract would commence in November 2007.

## **B. Background**

In January 2006, Mayor Bloomberg announced his goal to reduce the number of men, women and children living in poverty in New York. In March of 2006, he appointed 30 civic leaders to the Commission, chaired by Time Warner Inc. Chairman and C.E.O. Richard D. Parsons and Harlem Children's Zone President and C.E.O. Geoffrey Canada. The Mayor tasked them with recommending a coordinated, citywide agenda for increasing economic opportunity and financial independence for poor New Yorkers and assigned Deputy Mayor Gibbs responsibility for its implementation.

In September 2006, after extensive research and deliberation, the Commission submitted to the Mayor a blueprint for action, a report entitled *Increasing Opportunity and Reducing Poverty in New York City*. The report strongly corroborated the need for the Mayor's ambitious goal, and encouraged a highly focused, collaborative, and rigorously managed approach. Their recommendations focused on three key populations in the City: The Working Poor, Young Adults 16-24 and Children 0-5.

CEO was established in December 2006 and reports to Deputy Mayor Linda Gibbs. CEO works with City Agencies to design and implement strategies recommended by the Commission. The CEO Innovation Fund provides City Agencies annual funds to implement these new programs, each of which will be evaluated to determine which strategies are most successful in reducing poverty and increasing self-sufficiency among New Yorkers.

This section includes excerpts from the Commission's report, *Increasing Opportunity and Reducing Poverty in New York City* (September 2006). The full report is available at [http://home2.nyc.gov/html/om/pdf/ceo\\_report2006.pdf](http://home2.nyc.gov/html/om/pdf/ceo_report2006.pdf).

### **a) Poverty in New York City**

In spite of great economic growth and expansion in New York City, one out of five New Yorkers and a third of New York's children live in poverty.

A snapshot of poverty in New York includes the following basic facts:

- **Poverty is pervasive.** Over 1.5 million people – almost three times the entire population of the city of Boston – live below the poverty line. This represents 19.1 percent of New York City residents.
- **Poverty disproportionately affects children.** Over 185,000 children five years old or younger are being raised in a family living below the federal poverty line: for example the poverty threshold for a mother and two children in 2005 was \$15,735. In

the Morrisania/East Tremont section of the Bronx, 60 percent of young children are living at or below the federal poverty line.

- **Poverty is tied to the condition of our families.** The poverty rate for single female-headed households is 41 percent, as compared to 11 percent for married couples with children.
- **A disproportionate share of New York's immigrant workers earn low wages.** In 2000, 19 percent of native-born workers earned less than \$10 an hour. On the other hand, almost 35 percent of foreign-born workers earned an hourly wage under \$10.
- **Our nation's legacy of racial discrimination endures.** The poverty rate for African Americans and Hispanics is higher than the city average – 21.4 percent for African Americans and 28.6 percent for Hispanics.
- **Poverty is clearly related to education.** Almost a third of those who lack a high school diploma or General Equivalency Diploma (“GED”) live below the federal poverty line. However, additional education decreases the likelihood that a person will live in poverty. For example, among those who graduate high school or obtain a GED, the poverty rate drops to 17 percent.
- **Many of the poor are employed.** In over 46 percent of households living below the poverty level, the head of household is working.
- **Poverty is concentrated geographically.** In New York City there are 248 census tracts classified as in “extreme poverty” in which more than 40 percent of the population lives below the poverty line.
- **A significant number of New Yorkers live on the borderline of poverty.** While just over 19 percent of New Yorkers live below the federal poverty line, another 19 percent are considered low-income because their earnings are between 100-199 percent of the poverty line.

#### **b) A Context for Reducing Poverty**

The Commission framed its recommendations in the context of three working assumptions.

- **First, we believe that preparing the next generation to contribute to the workforce and compete for decent paying jobs is central to reducing poverty in a sustainable way.** Education is a fundamental prerequisite of any solution. Orchestrated efforts to increase education and build skills among the poor must be a priority. So, too, the City must concentrate its efforts to help people overcome a variety of systemic barriers such as a lack of access to adequate food, nutrition, healthcare, and housing, as well as other barriers that prevent them from reaching or moving up the economic ladder. This includes limited English proficiency, discrimination by employers, and intergenerational poverty.
- **Second, we believe that “work must pay.”** Welfare reform moved thousands of people from dependency to work. The challenge today is that many families work hard but remain poor. Because we want to continue encouraging work and bring more people into the workforce, we must devise and put in place strategies that help working poor households move up the economic ladder.
- **Third, we believe that with over 1.5 million people living in poverty in New York City, a successful strategy must focus on the populations where we can make the**

**most improvement.** The City should focus its initiatives to address the challenges that acutely affect certain groups of people. We recommend that New York City intensify its poverty-reduction strategies with a pragmatic balance of short-term and long-term strategies, taking actions that seek immediate results and investing with the expectation of future dividends.

c) **Commission Recommendations**

New York's 1.5 million poor people are as diverse in race, culture and tradition as the City itself. What they share in common is the lack of skills, education, and capital necessary to achieve a better future. The Mayor's charge to the Commission was to identify strategies to help more New Yorkers realize their aspirations by supporting their ability to secure meaningful employment at decent wages. In taking up this charge, we looked closely at the population in poverty and made efforts to understand the diversity of experiences and needs. As a result we quickly agreed that multiple approaches would be required.

We also took seriously the Mayor's request that we identify pragmatic, achievable approaches that could make a meaningful impact on poverty – in real terms for real people. This led us to emphasize two priorities: first, to look for actions that can produce quick results – such as investments that could help move people out of poverty quickly; and second, to include a commitment to make deeper investments for the longer term.

For these reasons, the Commission decided to focus our strategies on three distinct, yet overlapping, populations with high degrees of poverty: working poor adults; young adults aged 16 to 24; and children 5 years old and younger.

Together, these groups represent nearly 700,000 New Yorkers living in poverty. They reflect the many faces of New Yorkers living in poverty – newcomers and native born, people of many races, colors and religions, living in practically every neighborhood throughout the City.

**Working Poor Adults**

There has been in recent years a large growth in the number of people who work but remain in poverty. There are over 340,000 working New Yorkers who are living in poverty. They constitute 46 percent of poor households in 2005 – up from only 29 percent of poor households in 1990. An ever-widening skills gap and stubborn wage stagnation require strategic approaches to raise the living standards of low-wage workers.

Playing by the rules and being rewarded for hard work must be the ticket to financial security for our city's families.

**Young Adults – Ages 16 to 24**

Of the nearly 900,000 young adults ages 16 to 24 years in New York City, almost 25 percent live below the federal poverty line, compared with 19 percent of all New Yorkers, regardless of age. At the same time, one in six young adults is not connected to school or work. Many are one bad decision away from a lifetime in poverty. A strong and well-coordinated

approach by both the public and private sectors is needed to prepare these young adults for the increasingly competitive and high-skilled labor market of the future. Failure to invest in these critical years compromises New York City’s future economic standing. It would also exclude our young adults from the new and lucrative opportunities emerging on the City’s economic horizon.

**Young Children – Ages 0-5**

Over 185,000 young children – nearly one out of every three children ages five years and under in New York City – live in poverty. While some will experience better futures as their parents’ education levels and wages increase, too many will be raised in households without economic advancement. Investments in improving the life chances of young children in poor households might not show immediate payoffs in reducing poverty. The value of making those investments, however, is both eminently apparent and critical if we are to break the cycle.

We firmly believe a targeted approach will produce the best results. We recognize that many of those we are trying to reach are already in contact with one, or often several, city agencies. Whether through the City’s Human Resources Administration, Department of Small Business Services, or Department of Education, we urge the City to use its existing relationships to directly connect whenever possible.

**d) The CEO Initiatives**

CEO has engaged in a collaborative process with approximately twenty City Agencies to implement the Commission’s recommendations. Many of the approximately 35 initiatives are new, while others expand on successful existing programs. Agency Commissioners and staff have refined the Commission’s recommendations and are developing and implementing projects that fill service gaps, meet the needs of underserved populations, and improve the education, skills, and job opportunities for low-income New Yorkers. Many programs are currently in the design and implementation phase; by January 2008 most service programs will be serving clients. Some of the program models are expected to have robust outcomes within the first year, such as job placement programs and short-term training or educational programs. Other programs, such as an initiative to certify registered nurses are not expected to have real participant outcomes for several years. Short summaries of the expected projects follow:

Initiative	Description
<b>Young Adult Initiatives</b>	
School-Based Health Services	Five School-Based Health Clinics will be placed in selected NYC high schools to provide comprehensive health services, including reproductive health services.
Service Learning	Create service learning programs for up to 4,500 youth aged 13-21 who are attending school. The initiative would serve youth at Beacon and Out of School Time (“OST”) sites and provide service opportunities and curriculum designed to reduce teen pregnancy and school dropout.
Young Adult Internships	Provide paid internships, placement in permanent jobs or educational programs, and follow-up services to up to 1,440 youth aged 16-24 who are neither working nor in school.

<b>Initiative</b>	<b>Description</b>
Workforce Lifeskills for Youth in Detention	Introduce youth in detention between the ages of 12 and 15 to skills and resources to support their connection to the educational and workforce mainstream. Program will provide support and appropriate referrals to schools, training programs, part-time jobs, and other services. (Program still in design).
Education for 19-24 Year-Olds on Rikers	Serve an additional 380 inmates between the ages of 19-24 daily in schools on Riker's Island.
Model Education Programs for Youth Discharged from Rikers	Offers 3 models of transitional educational programs for 16-24 year olds released from Department of Correction ("DOC") custody or currently under Department of Probation ("DOP") supervision. The first model offers basic literacy for low level readers, the second model gives GED preparation and connects college bound inmates to community college programs and the third model utilizes mentoring to help the transition to education and/or jobs in the community.
CUNY Prep	Model program that helps high school dropouts obtain their GEDs and provides college prep instruction. In FY08, CEO funds will allow CUNY PREP to serve 350 students in a day program and 350 students in an evening program.
Civic Justice Corps	Annually, program will place 360 court-involved youth ages 16-24 in transitional employment internships and civic improvement projects in their home communities. Program includes mentoring, case management, a 6 month internship, and placement in permanent employment or educational programs. Participants paid \$8-9/hour while working at their internship placement or on their civic improvement project.
CUNY ASAP	Program will help 1,000 CUNY students complete their Associate Degrees faster than the average CUNY student. Students will receive enhanced instruction, mentoring, peer cohort, block scheduling to fit their work schedules, financial assistance, and employment assistance.
IDAs for Foster Youth	Create matched savings accounts for youth exiting foster care. Participants contribute up to \$1,000 to their Individual Development Accounts ("IDAs") and will receive a 2:1 match provided by private and government funds. Participants can withdraw funds only to purchase approved assets, which include educational services, housing, and microenterprise.
<b>Working Poor and Early Childhood Initiatives</b>	
Office of Financial Empowerment (OFE)	Create the first municipal office designed to educate, empower, and protect workers with low incomes, and help them make the best use of their financial resources.
EITC	Increase receipt of the Earned Income Tax Credit.
Child Care Tax Credit	Provide a child care tax credit to low-income parents. The New York City Child Care Tax Credit (CCTC) will target families with young children who often experience the greatest difficulties finding and paying for child care. The NYC CCTC would be a refundable credit "piggy backing" off the State and Federal credit for households with children three years old and under and with household income less than \$30,000/year.
Nurse Family Partnership	Provide low-income, first-time mothers home visiting nurse services during the pre-natal period and during the first two years of the child's life.

<b>Initiative</b>	<b>Description</b>
Health and Hospitals Corporation (“HHC”) Nursing Career Ladder	Create a four year Registered Nurse (“RN”) and a 10-month Licensed Practical Nurse (“LPN”) program at HHC hospitals for high school students, recent graduates, and HHC staff. Over 5 years the program will graduate 60 RNs and 160 LPNs; total 220.
Business Solutions Customized Training Grants	Expand the successful NYC Business Solutions Training Grants program to serve entry-level clients with contextualized literacy training, work readiness, and occupational skills training.
Worker Advancement and Support Center	Promote job advancement and increased earnings through two pilot initiatives. The first is a dedicated neighborhood-based Center in Bedford-Stuyvesant that combines workforce services, supportive services and access to work supports. The second initiative incorporates retention and advancement services, as well as access to work supports in an existing Workforce1 Career Center.
Sector-Focused Workforce1 Career Center	Create a new sector-focused Workforce1 Career Center that meets the skill and employment needs of a growth industry.
Employment Initiative for Populations Involved in the Criminal Justice System	Job training and placement program to help court involved individuals secure employment and/or advance to better paid, permanent, unsubsidized employment. (Program still in design).
Workforce Coordination: Workforce Provider Training List	Create a new on-line information service to match jobseekers with appropriate training programs; information to include feedback to help jobseekers evaluate quality of programs.
Workforce Coordination: Food Stamp Employment and Training	Draw down federal Food Stamp Employment and Training funds for eligible Workforce1 Career Center Customers.
Workforce Coordination: CBO Outreach	Outreach workers will inform Community Based Organizations (“CBOs”) about Workforce1 Career Center job orders and services.
Early Childhood Policy and Planning	Develop a policy and planning agenda to support the integration of quality early childhood services through enhanced interagency coordination, development of performance standards, and efficient resource utilization.
Food Access & Policy Coordination	Expand access to healthy foods including expansion of the Healthy Bodega Initiative. Establish a food policy agenda for New York City.
Multiple Pathways	Expand the Multiple Pathways initiative with new transfer schools, GED programs, Young Adult Borough Centers (YABC), and Learning to Work Programs. Multiple Pathways was established in September 2005 by the Department of Education with the goals of significantly increasing the graduation rates and college readiness of overage and under-credited high school students. (See DOE website).
Living Wage	Require City agencies to carefully review living wage compliance whenever applicable contracts are slated to be awarded based upon unusually low bids.
Employment of Persons with Criminal Convictions	Program in development: provide support to increase the employment of persons with criminal conviction, including outreach and recruitment of private-sector employers and cross-training for probation and employment center staff.
ACCESS NYC	Expand and promote ACCESS NYC, a web-based benefit pre-screening tool.
3-1-1 Language Access	Improve language access to 3-1-1 Health and Human Service Information & Referral, a comprehensive access point for New Yorkers that allows callers to reach government and non-government services.
Community Development Finance (Microlending) Research Analysis	Analyze access to financial products and services for micro and small businesses in New York City.

Initiative	Description
Non-Custodial Parents	Program to engage low income, non-custodial parents in order to increase compliance in child support payments. Program targets NCP parents with child support default orders and offer participants job training/placement services, a parenting component, and consideration of payments over time of arrears to allow an affordable payment.
Security Contracts	Utilize an RFP to select security guard vendors, in order to require that all such vendors provide adequate training to their employees, ensure compliance with all applicable laws and regulations and establish linkages to City workforce development programs.
City Agency Hiring Initiative	Assist WEP participants in obtaining eligible City agency and contracted positions and in applying for entry-level City jobs.
CCT: Opportunity NYC	Pilot demonstration program to test conditional cash transfers as a means of reducing inter-generational poverty by providing immediate poverty reduction through direct income supplements and by increasing human capital. The initiative will offer cash transfers in strategic ways to help poor families achieve self-sufficiency through three inter-related objectives: (1) to lessen immediate income-related hardships for poor families, (2) to encourage poor families to increase—or sustain—positive efforts to improve their own futures, and (3) to help and encourage poor families to invest in their children’s futures. The initiative will be rigorously evaluated by MDRC and will be implemented in six communities throughout the City.
CCT: Family Self-Sufficiency Program (FSS)	Expand the existing Family Self-Sufficiency (FSS) program, an asset development program available to residents in Housing Preservation and Development’s (“HPD”) Section 8 program as part of Conditional Cash Transfer (“CCT”) experiment.
CCT: Education	Pilot program that provides monetary incentives to children in elementary and middle-schools as a means of reducing the "achievement gap". The program would test individual and group incentive payment models and a control group to evaluate the effects of approaches.
Universal Pre-K	Expand Pre-Kindergarten slots to serve all three and four year olds.
Language Access	Provide agencies implementing the CEO initiatives with language access technical assistance and guidance to more effectively serve limited English proficiency (LEP) New Yorkers. Agencies work with MOIA on a voluntary basis and all outcomes are relevant only to agencies that chose to receive language access technical assistance and may be dependent on available agency resources.
Mixed-Income Housing	Pursue strategies to create mixed-income communities using a variety of tax and zoning incentives. These strategies aim to improve the quality and affordability of housing for low-income households, as well as promote the social and economic benefits of mixed-income communities. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development.
Cross-Subsidized Housing	Support the construction of housing that increases the stock of affordable housing available across the city to households below the federal poverty level by using a combination of tax incentives and financing programs. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development (HPD).

See the Appendices for additional information on the CEO initiatives including expected outcomes, the scale of each initiative (program budget and number served), a preliminary estimate of the evaluation need/level of evaluation effort required, and a map showing the communities served by each initiative.

**C. Anticipated Contract Term**

It is anticipated that the term of the contract awarded from this RFP will be for three years from the Agency's notice to proceed, and may include two one year option(s) to renew. CEO and HRA reserve the right, prior to contract award, to determine the length of the initial contract term and each option to renew, if any.

**D. Anticipated Payment Structure**

The payment structure of the contract awarded from this RFP will be based on a combination of milestone and unit rate payments based upon receipt of interim and final deliverables. However, CEO and HRA will consider modifications to the payment structure based upon the winning proposal and reserve the right to select any payment structure that is in the City's best interest.

CEO and HRA understand that the selected contractor may need financing to assist with the initial implementation of this program. The selected contractor may request an advance payment, which will be considered and if awarded will be recouped from the payments for interim deliverables.

### **SECTION III: SCOPE OF SERVICES**

#### **A. Goals and Objectives**

The goals for this RFP are to determine whether CEO projects:

- Are adequately implemented as designed.
- Achieve the outcomes intended and contribute to a reduction in poverty.
- Are a cost-effective use of resources.

The specific objectives of the implementation evaluations are to assess:

- Whether the initiatives reached their target population.
- Client satisfaction.
- Level and quality of services provided, including staffing levels, training and qualifications, level of staff involvement with participants and family members.
- Effectiveness of program operations including client flow, services provided, and program outputs.
- Fidelity to program model (implemented as planned).
- Challenges to implementation and replication, as well as each program's scalability.
- Resources utilized (basic assessment of inputs and preliminary cost effectiveness measures) and appropriate productivity measures.
- Follow-up on other implementation issues that may be identified by project managers or routine program monitoring.

The specific objectives of the outcome evaluations are to assess:

- The impact of the programs on participant income, attachment to the labor force, further educational attainment, employment duration and health-related outcomes (as appropriate for each initiative).
- The interaction among CEO funded projects, and the contribution of CEO projects towards filling service gaps or leveraging other city services/benefits, where appropriate.
- The total value of all benefits and services provided to participants in CEO programs.
- Potential issues, impediments, and/or economies of scale in replicating or expanding projects.
- Comparison to the outcomes and productivity of similar programs in place in other localities, as well as to existing New York City programs.
- The net effects of the CEO projects and whether they have achieved the impact intended by CEO and contribute to a reduction in poverty.

The objectives of the benefit-cost analysis are to assess:

- The relationship between the benefits of each initiative and its costs, and comparison to existing benchmarks for program performance.
- Assessment should focus primarily upon the direct benefits and costs, although examination of any indirect benefits and costs would also be of interest.
- Whether, or the extent to which, the CEO initiatives leverage other public services/benefits (or displace other resources).

## **B. Assumptions Regarding Contractor Approach**

The assumptions regarding which approach will most likely achieve the goals and objectives set out above are:

### **1. Experience**

The contractor/evaluation firm would have:

- At least 10 years experience successfully providing evaluation services similar in nature, quality and complexity to the services described in this RFP.
- At least 10 years experience in rigorous statistical analyses of government programs and experience in experimental design.
- At least 10 years experience in large-scale, multi-year research contracts.
- At least 10 years experience successfully providing evaluation services of a similar nature to the services described in this RFP for projects aimed at low-income populations.

The principal investigators would:

- Have at least 10 years experience providing evaluation and investigative research services of the same or similar nature and scope.
- Be knowledgeable about service delivery to populations in low-income communities.
- Have extensive knowledge of data collection, statistical analysis, and research design.

### **2. Approach**

#### **a) Evaluation Design**

The contractor would develop and submit for CEO and HRA approval a final design for the evaluation. This would include refinement of the research questions, development of data collection strategies and instruments, description of analytic techniques to be employed, and any modification of key milestones and deliverables.

A wide variety of research approaches are encouraged under this RFP, although to the extent possible all evaluation components would use the most rigorous level of analysis used in the body of program evaluation literature. Statistical methods would be employed wherever possible and, for the workforce programs, use of approaches such as the Workforce Investment Act (“WIA”) performance-based accountability approaches would be used as a base for evaluation.

*Because the initiatives have different implementation and expected outcome timelines, the CEO expects that several of the evaluation reports will be a mix of process, outcome, and efficiency or cost-benefit measures. The CEO is not interested in documenting the implementation of each project; rather we expect to measure some process outcomes for all initiatives and to conduct small implementation studies on selected projects (See Appendix C for a preliminary estimate of*

*evaluation needs). The CEO would expect a formal report approximately every six months that may be used to assess projects and make decisions about maintaining and expanding programs. Early reports may be more heavily weighted towards implementation; by the second year it is our expectation that for most projects implementation would be complete and that reports would shift towards outputs and outcomes.*

The evaluation would address the following key research questions:

1. What are the issues and challenges in implementing and operating selected initiatives? Are programs implemented as planned, and if not, is it a design or implementation problem? What are the lessons learned (particularly with regard to replicating or expanding the program)?
2. Are the initiatives reaching their target populations? Which program designs work best for specific populations?
3. Do the CEO initiatives leverage other public service use or improvements (such as access to work supports/benefits)?
4. What are the expected short- and long-term outcomes for each program? Are programs on-track to achieve their outcomes?
5. What are the impacts of the programs on participant income, education, employment, health related outcomes?
6. Do the CEO initiatives fill service gaps?
7. What is the interaction among CEO initiatives?
8. What is the impact of the CEO initiatives on the targeted communities?
9. What are the costs of different approaches to enhancing the educational and employment outcomes for each population served? What are the costs and benefits of each intervention?
10. Can better experimental design (e.g., random assignment) be employed in later cohorts?

The evaluator would:

- Design an evaluation strategy in collaboration with CEO and HRA and other selected stakeholders.
- Meet with CEO and HRA and other selected stakeholders to discuss evaluation design and key research questions. Develop an evaluation strategy for each project that takes into account specific characteristics of the project. When possible, similar or related projects would be evaluated using the same methodology.
- Establish anticipated timelines for process and outcome assessments and estimates of level of impact that the evaluation would reliably be able to detect.
- Submit project-specific detailed evaluation designs to CEO and HRA in draft for comment and subsequently revise to reflect comments received.
- Develop and submit to CEO and HRA a detailed evaluation schedule that indicates when tasks related to each project would be carried out. Revise and update the schedule, as necessary.

### b) Data Available

The contractor would collect and make maximum use of previously collected information.

*CEO is developing a monitoring framework that is expected to provide baseline implementation and client information. CEO is establishing data elements, definitions, and reporting requirements for all programs.<sup>1</sup> Several programs will be implemented in the fall and preliminary data available soon thereafter. Program and evaluation staff of CEO and City agencies may provide information on program design, implementation, and preliminary outcomes. Relevant City agency administrative data will also be available and efforts will be made to provide access to other administrative data that might be useful for program evaluation.*

### c) Data Rights and Confidentiality

The City will retain the rights to all data collected or created during the course of the contract, as well as any work products generated under the contract. The contractor would be required to keep all client data confidential and would describe to CEO and HRA its confidentiality practices and staff training.

### d) Data Collection

The contractor would identify the specific data needed to conduct the evaluation(s) and develop appropriate data collection methods, including reviewing the specific information and format of client level data collected by programs and other administrative data, developing surveys, and site visit, interview and focus group protocols.

### e) Data Analysis, Documentation and Feedback

The evaluation design would include the contractor's proposed methods of data analysis. CEO and HRA expect that the contractor would use both quantitative and qualitative methods to analyze project designs, procedures, services, attitudes, interactions, use of resources, outcomes, and net impact for each project.

### f) Reporting

- The contractor would provide a series of interim reports that assess the status of program operations and outcomes.
- Such reports would be issued each September and March, with the content and focus of each report specified in the evaluation design and/or negotiated by the CEO, HRA, and the evaluator.
- A "final" outcome evaluation report would be issued at the end of the Bloomberg Administration (sometime between November 2009 and January 2010) and another at the end of the three-year contract term.

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<sup>1</sup> It is our expectation that this would be a primary data source for the evaluator and that the evaluator may revise these elements. Indicators will vary somewhat to reflect specific program features/outcomes. All programs are expected to collect individual level data.

- The contractor would also be expected to prepare approximately two special issue papers each year that would describe topics of interest to CEO and key stakeholders, sample topics may include the impacts of CEO initiatives on a particular neighborhood or population.
- The contractor would negotiate with CEO and HRA a specific outline (including table shells) for reports.
- Draft reports would be submitted to CEO and HRA for review and approval. The contractor would be expected to incorporate comments from CEO and HRA and other City personnel involved in the project and to issue final reports.
- Reports would be written in plain language and with technical materials placed in appendices. The contractor would submit 20 hard copies of each report, as well as a cd-rom version. Electronic copy would be delivered in a PC-compatible format. Tables of data and graphs would be delivered in a commonly available commercial spreadsheet program, such as Microsoft Excel.
- Formal briefings would be required for each report.
- The contractor would provide monthly status reports on evaluation activities. Status reports would indicate the tasks worked on in the prior month; a description of the activity and progress made in completing these tasks; problems encountered or remaining from prior months; proposed approaches to resolving problems; and any significant concerns to be addressed by CEO and HRA. Monthly status reports would be submitted electronically.
- Provide quarterly written status reports that document the status of all tasks, note any outstanding issues or risks, and update any expected delivery times for interim deliverables. All raw data collected to date should also be provided with the report.

#### g) Administration

The contractor would:

- Meet with CEO and HRA staff within fifteen working days of the Notice to Proceed to discuss clarifications regarding methodologies to be employed; work schedule; expectations regarding CEO and HRA involvement; and methods for communicating on a regular basis with CEO and HRA.
- Have all persons who collect or have access to confidential data trained in confidentiality issues and provide signed assurances of nondisclosure of confidential information.
- Provide annual summaries, including budget reports that show actual time allocations versus those provided in the bid documents.
- Promptly notify CEO and HRA of any proposed staffing changes or significant reallocation of staff time for any senior staff named in the budget. All staffing changes must be approved by CEO and HRA.
- Submit schedules to CEO and HRA and the project director about planned on-site visits for the purpose of observation and data collection no later than five days prior to the scheduled visit.
- Make all necessary arrangements to conduct the evaluation, including, but not limited to, hiring and training, monitoring research and analysis, and establishing multiple methods for locating sample members.

**C. Determination Regarding Performance-Based Payment Structure**

CEO and HRA have determined that a performance-based payment structure will most likely assure that the selected proposer will perform the contract work in a manner that is cost-effective for CEO and HRA and most likely to achieve the goals and objectives set forth above. The exception to the performance-based payment structure is the Special Issue Reports that will be paid on an hourly rate. The tentative schedule of interim deliverables is:

<u>Task</u>	<u>Timeframe</u>
Evaluation Design	December 2007
Report	March 2008
Report	September 2008
Report	March 2009
Report	September 2009
Special Issue Reports*	up to two per year
Final Administration Report	December 2009
Report	March 2010
Report	September 2010
Complete Final Report	October 2010

\* Because the content and level of effort for Special Issue Reports is unknown, these reports will be paid for on a work order basis at the negotiated hourly consultant services rate.

## **SECTION IV: FORMAT AND CONTENT OF THE PROPOSAL**

**Instructions:** Proposers should provide all information required in the format below. The proposal should be typed on both sides of 8½” X 11” paper. The City of New York requests that all proposals be submitted on paper with no less than 30% post-consumer material content, i.e., the minimum recovered fiber content level for reprographic papers recommended by the United States Environmental Protection Agency (for any changes to that standard please consult: <http://www.epa.gov/cpg/products/printing.htm>). Pages should be paginated. The proposal will be evaluated on the basis of its content, not length. Failure to comply with any of these instructions will not make the proposal non-responsive.

### **A. Proposal Format**

#### **1. Proposal Cover Letter**

The Proposal Cover Letter (Attachment A) transmits the proposer’s Proposal Package to the Agency. It should be completed, signed and dated by an authorized representative of the proposer.

#### **2. Technical Proposal**

The Technical Proposal is a clear, concise narrative that addresses the following:

##### **a. Experience**

Describe the relevant experience of the proposer and the proposed key staff in providing the work described in Section III - Scope of Services of the RFP. For each area indicated below, state the number of years of relevant experience. Specifically address the following:

- Demonstrate the proposer/firm’s experience providing services similar in nature, quality and complexity to the services described in this RFP. Also describe prior work on projects aimed at low-income populations.
- Demonstrate the proposer/firm’s experience providing program evaluation services of a similar nature to the services described in this RFP for projects, especially services that involved statistical analysis and evaluation design.
- Demonstrate the proposer/firms’s experience in managing large, multi-year research projects for government clients.
- Demonstrate the principal investigator’s experience providing evaluation and investigative research services of the same or similar nature and scope.
- Demonstrate the principal investigator and key staff’s knowledge of service delivery to low-income individuals and families.
- Demonstrate the principal investigator’s and key staff’s knowledge in statistical analysis, data collection and reporting.

- Describe a staffing plan that would ensure that staff with the appropriate skills would be available to complete all of the required tasks and advise CEO and HRA on evaluation related issues.

Attachments:

- Attach a list of at least four references from prior governmental clients, including the name of the reference entity, and the contact name, title and telephone number.
- CEO and HRA do not anticipate that the contractor would subcontract any part of the contract resulting from this RFP. However, if subcontracting is proposed, attach a brief statement describing the relationship between the proposer and the proposed sub-contractor, the specific tasks that will be performed by the sub-contractor, the qualifications of the sub-contractor, and references for the sub-contractor. Sub-contractors must supply a letter attesting to their availability to perform their specified tasks in the event a contract is awarded.
- Attach for each key staff position a resume and description of the qualifications that will be required.
- Attach at least four work samples that reflect related evaluation work by members of the proposed team.
- Attach a staffing plan that includes the amount of time that each staff person will devote to each task and deliverable, in each year of the contract.

**b. Organizational Capability**

Demonstrate the proposer's organizational (i.e., technical, managerial and financial) capability to perform the work described in Section III – Scope of Services of the RFP. Specifically address the following:

- Describe the organization's areas of expertise and length of experience in these areas.
- Provide a management plan that describes how the project will be organized, including all tasks, deliverables, leadership, business management, and staffing.
- Describe and demonstrate the proposer's capability to manage a performance-based contract.
- Describe the proposer's confidentiality training program and experience with confidential data for government clients.

Attachments:

- Provide a staffing plan.
- Provide an organizational chart that illustrates how the proposed staff fit within the organization's structure.
- Attach a copy of the proposer's latest audit report or certified financial statement or a statement as to why no report or statement is available.

### **c. Proposed Approach**

Describe in detail how the proposer will provide the work described in Section III – Scope of Services of this RFP and demonstrate that the proposed approach will fulfill the goals and objectives. Specifically address the following:

- Describe the evaluation framework being proposed. Provide hypotheses, key research questions, and task definitions for the overall initiative and for all high- and moderate-priority individual projects (as described in Appendix B). Describe proposed measures of effectiveness for each.
- Demonstrate an understanding of the content of the initiatives to be evaluated in terms of the program activities, their inputs and outputs, and challenges.
- Identify how the interrelationships among programs serving the same community or population would be evaluated.
- Describe and demonstrate the effectiveness of proposed research activities. Identify all data items to be collected, including administrative and extant data and link data to the proposed study questions. Describe data sources and collection procedures, including proposed site visits and surveys (including the required sample sizes for statistical validity).
- Describe the analytic processes and procedures that would be utilized to assess reasonable progress and outcomes, and how experience with programs in other localities can be used to assess the effectiveness of the CEO programs.
- Describe the collaborative efforts that would be undertaken.
- Identify potential problems that may be encountered in data collection and carrying out the evaluation and provide recommended approaches for addressing them.

Attachment:

- Provide a detailed project timeline by month and task/sub-task.
- Attach report outlines and table shells, as appropriate for the evaluation being proposed.

The assumptions regarding contractor approach represent what the CEO and HRA believes to be most likely to achieve its goals and objectives. However, proposers are encouraged to propose additional approaches that they believe will contribute to achieving the goals and objectives of the RFP.

### **3. Price Proposal**

Proposers are encouraged to propose cost-effective payment structures. The CEO and HRA reserve the right to select any payment structure that is in the City's best interest. For the purposes of comparison, proposers must submit a Price Proposal that lists the proposed prices for each milestone listed in Attachment B as well as their rate per hour of special reports and total cost and, if proposed, an alternate performance based pay structure with the same total cost.

### Performance Based Payment Structure

List and describe proposed performance-based payment components (e.g., specific performance-based outcome measures such as unit payments tied to interim reports, milestone payments tied to deliverables, and/or liquidated damages tied to outcomes) for providing the work to be performed by the proposer under the contract that could potentially be applied to the contract, in whole or part, as a reliable means for measuring and paying for success, as described in Section III – Scope of Services of this RFP. CEO and HRA’s determination regarding performance-based payment structure represents what CEO and HRA believe to be most likely to achieve its goals and objectives. However, proposers are encouraged to also propose alternative payment schedules that they believe will better achieve the goals and objectives in a cost-effective manner.

#### **4. Acknowledgment of Addenda**

The Acknowledgment of Addenda form (Attachment C) serves as the proposer’s acknowledgment of the receipt of addenda to this RFP which may have been issued by the Agency prior to the Proposal Due Date and Time, as set forth in Section I.D., above. The proposer should complete this form as instructed on the form.

**B. Proposal Package Contents (“Checklist”)**

The Proposal Package should contain the following materials. Proposers should utilize this section as a “checklist” to assure completeness prior to submitting their proposal to the Agency.

1. A sealed inner envelope labeled “Program Proposal,” containing **one original set and seven duplicate sets** of the documents listed below in the following order:
  - Proposal Cover Letter Form (Attachment A)
  - Technical Proposal
    - Narrative and detailed proposed approach
    - List of References for the Proposer and, if applicable, each Sub-Contractor
    - Resumes and/or Description of Qualifications for Key Staff Positions and, if applicable, each Sub-Contractor
    - Work samples
    - Staffing Plan
    - Project Timeline
    - Audit Report or Certified Financial Statement or a statement as to why no report or statement is available
    - Report Outlines and Table Shells
2. A separate sealed inner envelope labeled “Price Proposal” containing **one original set and seven duplicate sets** of the Price Proposal.
  - Price Proposal
    - Price Proposal Form (Attachment B)
    - Proposed Performance-Based Payment Structure
3. A sealed outer envelope, enclosing the two sealed inner envelopes. The sealed outer envelope should have two labels containing:
  - The proposer’s name and address, the Title and PIN of this RFP, and the name, and telephone number of the Proposer’s Contact Person.
  - The name, title and address of the Authorized City Contact Person.

## **SECTION V: PROPOSAL EVALUATION AND CONTRACT AWARD PROCEDURES**

### **A. Evaluation Procedures**

All proposals accepted by the Agency will be reviewed to determine whether they are responsive or non-responsive to the requisites of this RFP. Proposals that are determined by the Agency to be non-responsive will be rejected. The Evaluation Committee will evaluate and rate all remaining proposals based on the Evaluation Criteria prescribed below. CEO and HRA reserve the right to conduct interviews and/or to request that proposers make presentations, as CEO and HRA deem applicable and appropriate. Although discussions may be conducted with proposers submitting acceptable proposals, CEO and HRA reserve the right to award a contract on the basis of the initial proposal received, without discussion; therefore, the proposer's initial proposal should contain its best technical and price terms.

### **B. Evaluation Criteria**

1. Demonstrated Quantity & Quality of Successful Relevant Experience	40 points
2. Demonstrated Level of Organizational Capability	15 points
3. Quality of Proposed approach	45 points
Total	100 points

### **C. Basis for Contract Award**

A contract award will be made to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the price and such other factors or criteria which are set forth in the RFP. The price proposals shall be evaluated separately from the technical proposals. After the highest ranked technical proposals have been selected in accordance with the technical evaluation criteria, a price per technical point evaluation shall be performed. The successful contractor will be invited to negotiate a contract. Should negotiations fail to result in a contract, CEO and HRA shall reserve the right to terminate negotiations and select the next responsive proposer. Contract award shall be subject to the timely completion of contract negotiations between the Agency and the selected proposer and a determination of both vendor responsibility and administrative capability.

### **D. VENDEX and Supply and Services Information**

**Supply and Service Report:** Upon selection, the successful proposer will be required to submit one original copy of the Department of Business Services Supply and Service Report, a copy of which can be downloaded from <http://www.nyc.gov/html/ddc/pdf/dobdlsform.pdf>. Upon written notification, the proposer must submit the Service and Supply Report within ten days of such notification.

VENDEX: Upon Selection, the successful proposer will be required to submit proof of filing of the appropriate VENDEX Questionnaires. Upon written notification, the proposer must submit a Confirmation of VENDEX Compliance and VENDEX Certificate of No Change to HRA within five days of official notification. A form for this confirmation is set forth in the RFP.

The Proposer is advised that VENDEX Questionnaires and procedures have changed. See [www.nyc.gov/vendex](http://www.nyc.gov/vendex) to download the VENDEX Questionnaires and a Vendor's Guide to VENDEX or contact HRA's VENDEX Unit at [INSERT CONTACT INFO].

Submission: Vendex Questionnaires (if required) must be submitted directly to the Mayor's Office of Contract Services, ATTN: VENDEX, 253 Broadway, 9<sup>th</sup> Floor, NY, NY 10007.

**SECTION VI - GENERAL INFORMATION TO PROPOSERS**

**A. Complaints.** The New York City Comptroller is charged with the audit of contracts in New York City. Any proposer who believes that there has been unfairness, favoritism or impropriety in the proposal process should inform the Comptroller, Office of Contract Administration, 1 Centre Street, Room 1005, New York, NY 10007; the telephone number is (212) 669-2792. In addition, the New York City Department of Investigation should be informed of such complaints at its Investigations Division, 80 Maiden Lane, New York, NY 10038; the telephone number is (212) 825-5959.

**B. Applicable Laws.** This Request for Proposals and the resulting contract award(s), if any, unless otherwise stated, are subject to all applicable provisions of New York State Law, the NYC Administrative Code, New York City Charter and New York City Procurement Policy Board (PPB) Rules. A copy of the PPB Rules may be obtained by contacting the PPB at (212) 788-0010. The PPB Rules are also available on the Internet at [www.nyc.gov/ppb](http://www.nyc.gov/ppb).

**C. General Contract Provisions.** Contracts shall be subject to New York City's general contract provisions.

**D. Contract Award.** Contract award is subject to each of the following applicable conditions and any others that may apply: New York City Fair Share Criteria;; submission by the proposer of the New York City Department of Business Services/Division of Labor Services Employment Report and certification by that office; submission by the proposer of the requisite VENDEX Questionnaires/Certification of No Change and review of the information contained therein by the New York City Department of Investigation; all other required oversight approvals; applicable provisions of federal, state and local laws and executive orders requiring affirmative action and equal employment opportunity; and Section 6-108.1 of the New York City Administrative Code relating to the Local Based Enterprises program and its implementation rules.

**E. Proposer Appeal Rights.** Pursuant to New York City's Procurement Policy Board Rules, proposers have the right to appeal Agency non-responsiveness and/or non-responsibility determinations and to protest an Agency's determination regarding the solicitation or award of a contract.

**F. Multi-Year Contracts.** Multi-year contracts are subject to modification or cancellation if adequate funds are not appropriated to the Agency to support continuation of performance in any City fiscal year succeeding the first fiscal year and/or if the contractor's performance is not satisfactory. The Agency will notify the contractor as soon, as is practicable that the funds are, or are not, available for the continuation of the multi-year contract for each succeeding City fiscal year. In the event of cancellation, the contractor will be reimbursed for those costs, if any, which are so provided for in the contract.

**G. Prompt Payment Policy.** Pursuant to the New York City's Procurement Policy Board Rules, it is the policy of the City to process contract payments efficiently and expeditiously.

**H. Prices Irrevocable.** Prices proposed by the proposer shall be irrevocable until contract award, unless the proposal is withdrawn. Proposals may only be withdrawn by submitting a written request to the Agency prior to contract award but after the expiration of 90 days after the opening of proposals. This shall not limit the discretion of the Agency to request proposers to revise proposed prices through the submission of best and final offers and/or the conduct of negotiations.

**I. Confidential, Proprietary Information or Trade Secrets.** Proposers should give specific attention to the identification of those portions of their proposals that they deem to be confidential, proprietary information or trade secrets and provide any justification of why such materials, upon request, should not be disclosed by the City. Such information must be easily separable from the non-confidential sections of the proposal. All information not so identified may be disclosed by the City.

**J. RFP Postponement/Cancellation.** The Agency reserves the right to postpone or cancel this RFP, in whole or in part, and to reject all proposals.

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

**L. Charter Section 312(a) Certification.**

The Agency has determined that the contract(s) to be awarded through this Request for Proposals will not directly result in the displacement of any New York City employee.

ACC Sandra Klaver-Morgan Date 6/6/07

**Message from the New York City Vendor Enrollment Center**  
**Get on mailing lists for New York City contract opportunities!**  
**Submit a NYC-FMS Vendor Application – Call 212-857-1680**

**ATTACHMENT A  
PROPOSAL COVER LETTER  
CEO PROGRAM EVALUATION**

**Proposer:**

**Program Name:** \_\_\_\_\_

**Tax ID #:** \_\_\_\_\_

**Mailing Address:** \_\_\_\_\_

**Proposer's Contact Person:**

**Name:**

**Title:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_ **Fax:** \_\_\_\_\_

**Is the proposal printed on both sides, on recycled paper containing the minimum percentage of recovered fiber content as requested by the City in the instructions to this solicitation?**  
YES  NO

**Proposer's Authorized Representative:**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**ATTACHMENT B**

**PRICE PROPOSAL FORM – CEO PROGRAM EVALUATION**

**Proposer’s Name:** \_\_\_\_\_

<u><b>Deliverable</b></u>		<u><b>Proposed Price</b></u>
Evaluation Design	December 2007	\$ _____
Interim Report	March 2008	\$ _____
Interim Report	September 2008	\$ _____
Interim Report	March 2009	\$ _____
Interim Report	September 2009	\$ _____
Final Administration Report	December 2009	\$ _____
Interim Report	March 2010	\$ _____
Interim Report	September 2010	\$ _____
Final Report	October 2010	\$ _____
<b>Total</b>		\$ _____
Special Issue Reports	Approx. 2 per year	
Rate per hour of Special Reports*		\$ _____
Estimated annual hours for Special Reports**		<u>300</u>
<b>Total Special Reports**</b>		\$ _____
<b>Total Deliverables and Special Reports</b>		\$ _____

\* This rate should be a blended hourly rate of consultant services.

\*\* The estimated number of hours is for comparison purposes. The CEO and HRA do not guarantee any particular number of hours for special issue reports.

**ATTACHMENT C  
ACKNOWLEDGEMENT OF ADDENDA**

**CEO PROGRAM EVALUATION**

**Directions: Complete Part I or Part II, whichever is applicable, and sign your name in Part III.**

**Part I**

Listed below are the dates of issue for each Addendum received in connection with this RFP:

Addendum # 1, Dated \_\_\_\_\_, 2007

Addendum # 2, Dated \_\_\_\_\_, 2007

Addendum # 3, Dated \_\_\_\_\_, 2007

Addendum # 4, Dated \_\_\_\_\_, 2007

Addendum # 5, Dated \_\_\_\_\_, 2007

Addendum # 6, Dated \_\_\_\_\_, 2007

Addendum # 7, Dated \_\_\_\_\_, 2007

Addendum # 8, Dated \_\_\_\_\_, 2007

Addendum # 9, Dated \_\_\_\_\_, 2007

Addendum #10, Dated \_\_\_\_\_, 2007

**Part II**

\_\_\_\_\_ No Addendum was received in connection with this RFP.

**Part III**

Proposer's Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of Authorized Representative: \_\_\_\_\_

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
<b>Young Adult Initiatives</b>			
School-Based Health Services	Establish five School-Based Health Clinics in selected NYC high schools to provide comprehensive health services, including reproductive health services.	<ul style="list-style-type: none"> <li>• Increase information on pregnancy, STI prevention and general health</li> <li>• Test for and treat sexually transmitted diseases</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce number of teen births</li> <li>• Improve general health outcomes</li> <li>• Increase Condom Use</li> <li>• Improve other contraceptive use</li> <li>• Decrease absenteeism and tardiness</li> </ul>
Service Learning	Create service learning programs for up to 4,500 youth aged 13-21 who are attending school. The initiative would serve youth at Beacon and OST sites and provide service opportunities and curriculum designed to reduce teen pregnancy and school dropout.	<ul style="list-style-type: none"> <li>• Reduce high-risk behaviors (teen pregnancy, truancy, and illegal drug use)</li> <li>• Decrease school suspension rates</li> <li>• Improve school attendance</li> <li>• Grade promotion</li> <li>• Build self-esteem</li> <li>• Develop skills to cope with complex life choices and set goals</li> <li>• Increase civic engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase graduation rates</li> <li>• Increase credit accumulation and grade promotion</li> <li>• Reduce teen pregnancy rates</li> </ul>
Young Adult Internships	Provide paid internships, placement in permanent jobs or educational programs, and follow-up services to up to 1,440 youth aged 16-24 who are neither working nor in school.	<ul style="list-style-type: none"> <li>• Place and retain participants in paid internships</li> </ul> After internship: <ul style="list-style-type: none"> <li>• Placement in employment</li> <li>• Enrollment in secondary or post-secondary education</li> <li>• Enrollment in GED or pre-GED program</li> <li>• Enrollment in occupational skills training program (including WIA OSY programs)</li> </ul>	<ul style="list-style-type: none"> <li>• Retain in suitable employment or education after internship completion</li> <li>• Increase in earnings</li> </ul>
Workforce Lifeskills for Youth in Detention	Introduce youth in detention between the ages of 12 and 15 to skills and resources to support their connection to the educational and workforce mainstream. Program will provide support and appropriate referrals to schools, training programs, part-time jobs, and other services. (Program still in design).	Detention Based: <ul style="list-style-type: none"> <li>• Provide information to incarcerated youth regarding workforce and educational resources.</li> <li>• Provide referrals for services in preparation for release.</li> </ul>	Upon Return to Community: <ul style="list-style-type: none"> <li>• Reduce recidivism rate</li> <li>• Increase school enrollment and attendance</li> <li>• Grade promotion</li> <li>• Percentage receiving GED/HS diploma</li> <li>• Increase enrollment and participation in age-appropriate, work-related activities in the community</li> <li>• Increase receipt of services</li> </ul>
Education for 19-24 Year-Olds on Rikers	Serve an additional 380 inmates between the ages of 19-24 daily in schools on Riker's Island.	Detention Based: <ul style="list-style-type: none"> <li>• Increase in recruitment of 19-24 year olds</li> <li>• Increase literacy levels of participants</li> <li>• Increase in average daily attendance of 19-24 year olds</li> </ul>	Upon Return to Community: <ul style="list-style-type: none"> <li>• Reduce recidivism rate</li> <li>• Increase elapsed time between discharge and readmission</li> <li>• Increase enrollment in education programs post discharge</li> <li>• Increase achievement of HS Diploma/GED</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
Model Education Programs for Youth Discharged from Rikers	Offers 3 models of transitional educational programs for 16-24 year olds released from DOC custody or currently under DOP supervision. The first model offers basic literacy for low level readers, the second model gives GED preparation and connects college bound inmates to community college programs and the third model utilizes mentoring to help the transition to education and/or jobs in the community.	<ul style="list-style-type: none"> <li>• Increase literacy levels</li> <li>• Increase enrollment in appropriate educational and/or vocational programs</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce recidivism rate</li> <li>• Increase achievement of HS Diploma/GED</li> <li>• Increase college enrollment</li> <li>• Increase employment/earnings</li> </ul>
CUNY Prep	Model program that helps high school dropouts obtain their GEDs and provides college prep instruction. In FY08, CEO funds will allow CUNY PREP to serve 350 students in a day program 350 students in an evening program.	<ul style="list-style-type: none"> <li>• Recruit and engage youth in CUNY PREP</li> <li>• Increase number of youth who will sit for the GED within the program year</li> <li>• Increase number of youth receiving passing scores on the GED</li> <li>• Increase the number of youth taking College Now courses</li> <li>• Increase the number of youth achieving passing grades in College Now courses</li> </ul>	<ul style="list-style-type: none"> <li>• Connect youth who pass the GED to college</li> <li>• Retain participants in college programs</li> </ul>
Civic Justice Corps	Annually, program will place 360 court-involved youth ages 16-24 in transitional employment internships and civic improvement projects in their home communities. Program includes mentoring, case management, a 6 month internship, and placement in permanent employment or educational programs. Participants paid \$8-9/hour while working at their internship placement or on their civic improvement project.	<ul style="list-style-type: none"> <li>• Enrollment in and successful completion of paid internships and civic improvement projects</li> <li>• Address community development needs in low-income neighborhoods</li> <li>• Improve relationship between formerly incarcerated and their home neighborhoods</li> <li>• Prepare and place formerly incarcerated in permanent, unsubsidized employment</li> </ul>	<ul style="list-style-type: none"> <li>• Place and retain participants in permanent, unsubsidized employment</li> <li>• Reduce recidivism rate among participants</li> <li>• Increase enrollment in educational programs among participants</li> <li>• Increase in participant earnings</li> </ul>
CUNY ASAP	Program will help 1,000 CUNY students complete their Associate Degrees faster than the average CUNY student. Students will receive enhanced instruction, mentoring, peer cohort, block scheduling to fit their work schedules, financial assistance, and employment assistance.	<ul style="list-style-type: none"> <li>• Increase education attainment (credits successfully completed)</li> <li>• Retain participants in community college</li> <li>• Help participants secure jobs/financial assistance</li> </ul>	<ul style="list-style-type: none"> <li>• 50% of program participants graduate with AA in 3 years; 75% graduate within 4 years</li> <li>• Program graduates are placed in jobs and/or further education</li> </ul>
IDAs for Foster Youth	Create matched savings accounts for youth exiting foster care. Participants contribute up to \$1,000 to their IDAs and will receive a 2:1 match provided by private and government funds. Participants can withdraw funds only to purchase approved assets, which include educational services, housing, and microenterprise.	<ul style="list-style-type: none"> <li>• Youth will establish savings and transaction accounts from federally insured financial institutions</li> <li>• Increase the financial management skills and knowledge of foster youth</li> <li>• Increase employment skills and opportunities for foster youth</li> </ul>	<ul style="list-style-type: none"> <li>• Enable youth to make purchases towards housing, education, or business ownership</li> <li>• Improve self-sufficiency</li> <li>• Increase savings of foster youth</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

Initiative	Description	Short Term Outcomes	Long Term Outcomes
<b>Working Poor and Early Childhood Initiatives</b>			
Office of Financial Empowerment (OFE)	Create the first municipal office designed to educate, empower, and protect workers with low incomes, and help them make the best use of their financial resources.	<ul style="list-style-type: none"> <li>• Increase the number of low-income New Yorkers who open accounts at financial institutions through OFE activities</li> <li>• Increase EITC uptake and enrollment in other programs</li> <li>• Distribute financial education materials</li> <li>• Make referrals to financial education network partners</li> <li>• Increase investigations into harmful practices in the financial services industry</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of individuals participating in OFE activities who maintain accounts open and build savings</li> <li>• Increase the number of EITC filers that link to asset building opportunities</li> <li>• Improve financial knowledge of low-income New Yorkers</li> <li>• Reduce incidences of harmful practices in the financial services industry</li> </ul>
EITC	Increase receipt of the Earned Income Tax Credit.	<ul style="list-style-type: none"> <li>• Increase number of eligible households receiving the EITC</li> </ul>	
Child Care Tax Credit	Provide a child care tax credit to low-income parents. The New York City Child Care Tax Credit (CCTC) will target families with young children who often experience the greatest difficulties finding and paying for child care. The NYC CCTC would be a refundable credit "piggy backing" off the State and Federal credit for households with children three years old and under and with household income less than \$30,000/year.	<ul style="list-style-type: none"> <li>• Reduce the cost-burden of child care for working parents</li> </ul>	
Nurse Family Partnership	Provide low-income, first-time mothers home visiting nurse services during the pre-natal period and during the first two years of the child's life.	<ul style="list-style-type: none"> <li>• Expand to serve an additional 475 families</li> <li>• Improve referral system of City agencies' qualified clients to NFP program</li> <li>• Improve access to prenatal care and improve maternal health</li> </ul>	<ul style="list-style-type: none"> <li>• Increase intervals between pregnancies</li> <li>• Reduce childhood injuries and hospitalizations</li> <li>• Increase maternal employment</li> <li>• Improve childhood school readiness</li> <li>• Reduce child abuse and neglect and reduce number of children in foster care</li> <li>• Fewer convictions among mothers</li> <li>• Decrease infant mortality</li> </ul>
HHC Nursing Career Ladder	Create a four year RN and a 10-month LPN program at (2) HHC hospitals. The programs are for economically eligible New York City residents, including high school students and recent graduates. Approximately one third of the seats will be available to HHC staff without regard to income eligibility. Over 5 years the programs will graduate 60 RNs and 160 LPNs; total 220.	<ul style="list-style-type: none"> <li>• By the end of 2008, move 140 individuals, 2/3 of whom live at or below the poverty level into and/or through LPN and RN training</li> <li>• By Fall 2008--Expand nursing programs in New York City by 40 seats</li> <li>• HHC will provide up to one-third of LPN/RN students with grants to cover tuition costs (HHC employees only)</li> </ul>	<ul style="list-style-type: none"> <li>• Move approximately 220 individuals living at or below the poverty level into LPN and RN jobs in NYC</li> <li>• Reduce use of overtime and agency staff at HHC hospitals</li> <li>• Address the significant nursing shortage in the City and at HHC hospitals</li> <li>• Create a career ladder within the health industry</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
Business Solutions Customized Training Grants	Expand the successful NYC Business Solutions Training Grants program to serve entry-level clients with contextualized literacy training, work readiness, and occupational skills training.	<ul style="list-style-type: none"> <li>• Increase job retention among participants and employers</li> <li>• Increase income through wage increases post training</li> <li>• Increase job advancement/promotions of incumbent workers</li> <li>• Improve literacy of adult workers</li> </ul>	<ul style="list-style-type: none"> <li>• Increase income for low-wage workers through increased wages, work hours and/or benefits</li> <li>• Enable career advancement of low-wage workers</li> </ul>
Worker Advancement and Support Center	Promote job advancement and increased earnings through two pilot initiatives. The first is a dedicated neighborhood-based Center in Bedford-Stuyvesant that combines workforce services, supportive services and access to work supports. The second initiative incorporates retention and advancement services, as well as access to work supports in an existing Workforce1 Career Center.	<ul style="list-style-type: none"> <li>• Increase income for low wage workers through wages, work hours, and benefits</li> <li>• Increase frequency of promotions and job upgrades</li> <li>• Increase uptake of work supports</li> <li>• Number of participants placed in "better jobs"</li> <li>• Number of participants receiving advancement training</li> </ul>	<ul style="list-style-type: none"> <li>• Increase income for low wage workers through wages, work hours, and benefits</li> <li>• Increase frequency of promotions and job upgrades</li> <li>• Increase job retention among participants and employers</li> </ul>
Sector-Focused Workforce1 Career Center	Create a new sector-focused Workforce1 Career Center that meets the skill and employment needs of a growth industry.	<ul style="list-style-type: none"> <li>• Prepare low-wage workers for careers in high-demand occupations (meet business hiring and training needs for new and incumbent workers)</li> <li>• Place low-wage workers in growth industries in the City</li> <li>• Enable low wage workers to access and advance in career ladders in select industries</li> </ul>	<ul style="list-style-type: none"> <li>• Assist low-wage workers to gain self-sufficiency (income, access to career ladders, access to skills development, etc.)</li> <li>• Increase job retention among participants and employers</li> </ul>
Employment Initiative for Populations Involved in the Criminal Justice System	Job training and placement program to help court involved individuals secure employment and/or advance to better paid, permanent, unsubsidized employment. (Program still in design).	<ul style="list-style-type: none"> <li>• Number/percentage of participants completing training</li> <li>• Number/percentage of job placements</li> <li>• Number/percentage of participants retaining jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Retention in stable employment for over 1 year</li> <li>• Acquisition of career advancements and upgrade</li> <li>• Reduced recidivism</li> </ul>
Workforce Coordination: Workforce Provider Training List	Create a new on-line information service to match jobseekers with appropriate training programs; information to include feedback to help jobseekers evaluate quality of programs.	<ul style="list-style-type: none"> <li>• Increased placement and retention rate</li> <li>• Jobseeker and employer satisfaction with quality and relevancy of training</li> </ul>	<ul style="list-style-type: none"> <li>• Decreased sanctions of providers receiving public investment</li> </ul>
Workforce Coordination: Food Stamp Employment and Training	Draw down federal Food Stamp Employment and Training funds for eligible Workforce1 Career Center Customers.	<ul style="list-style-type: none"> <li>• Increase training funding in New York City</li> <li>• Amount of federal dollars leveraged</li> <li>• Number of additional training slots enabled by FSET funded/trainees served</li> <li>• Number of FSET trainees served</li> </ul>	<ul style="list-style-type: none"> <li>• Number of FSET trainees placed in jobs</li> <li>• Placement, wage, retention, advancement indicators as per FSET rules</li> </ul>

## APPENDIX A: Table of Expected Outcomes for CEO Initiatives

Initiative	Description	Short Term Outcomes	Long Term Outcomes
Workforce Coordination: CBO Outreach	Outreach workers will inform CBOs about Workforce1 Career Center job orders and services.	<ul style="list-style-type: none"> <li>• Increase number of high quality referrals from community organizations</li> <li>• Increase number of job placements from referrals</li> <li>• Increase percentage of job orders filled to specified employer requirements</li> </ul>	
Early Childhood Policy and Planning	Develop a policy and planning agenda to support the integration of quality early childhood services through enhanced interagency coordination, development of performance standards, and efficient resource utilization.	<ul style="list-style-type: none"> <li>• Enhance interagency coordination</li> <li>• Improve efficiency utilization of early childhood services funds</li> <li>• Enhance quality</li> <li>• Increase accountability</li> <li>• Develop expansion strategies</li> </ul>	
Food Access & Policy Coordination	Expand access to healthy foods including expansion of the Healthy Bodega Initiative. Establish a food policy agenda for New York City.	<ul style="list-style-type: none"> <li>• Increase access to healthy foods in low-income communities</li> <li>• Increase enrollment in food-support programs</li> <li>• Improve City agency coordination of food policies and practices</li> </ul>	
Multiple Pathways	Expand the Multiple Pathways initiative with new transfer schools, GED programs, Young Adult Borough Centers (YABC), and Learning to Work Programs. Multiple Pathways was established in September 2005 by the Department of Education with the goals of significantly increasing the graduation rates and college readiness of overage and under-credited high school students. (See DOE website).	Evaluation and Outcomes to be developed and conducted by DOE.	Evaluation and Outcomes to be developed and conducted by DOE.
Living Wage	Require City agencies to carefully review living wage compliance whenever applicable contracts are slated to be awarded based upon unusually low bids.	<ul style="list-style-type: none"> <li>• Issue Executive Order on the enforcement of living wage provisions in agency contracts.</li> </ul>	
Employment of Persons with Criminal Convictions	Program in development: provide support to increase the employment of persons with criminal conviction, including outreach and recruitment of private-sector employers and cross-training for probation and employment center staff.		
ACCESS NYC	Expand and promote ACCESS NYC, a web-based benefit pre-screening tool.	<ul style="list-style-type: none"> <li>• Number of individuals trained in use of Access NYC</li> <li>• Number of clients using Access NYC</li> </ul>	<ul style="list-style-type: none"> <li>• Increase use of ACCESS NYC to access city, state, and federal benefit programs</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
3-1-1 Language Access	Improve language access to 3-1-1 Health and Human Service Information & Referral, a comprehensive access point for New Yorkers that allows callers to reach government and non-government services.	<ul style="list-style-type: none"> <li>• Better support for limited-English-proficiency New Yorkers through outreach and marketing, which:               <ol style="list-style-type: none"> <li>(1) spreads awareness of 3-1-1 and new health and human service information and referral services as they become available and</li> <li>(2) increases non-English use of 3-1-1 Health and Human Service Information and Referral services</li> </ol> </li> </ul>	
Community Development Finance (Microlending) Research Analysis	Analyze access to financial products and services for micro and small businesses in New York City.	<ul style="list-style-type: none"> <li>• Better understand the financial needs of entrepreneurs/small businesses in low-income communities</li> <li>• Develop recommendations to improve services/access to capital</li> </ul>	
Non-Custodial Parents	Program to engage low income, non-custodial parents in order to increase compliance in child support payments. Program targets NCP parents with child support default orders and offer participants job training/placement services, a parenting component, and consideration of payments over time of arrears to allow an affordable payment.	<ul style="list-style-type: none"> <li>• Enroll unemployed, non-custodial parents in job training/placement programs</li> <li>• Increase child support compliance</li> <li>• Increase non-custodial parent contact with children</li> </ul>	<ul style="list-style-type: none"> <li>• Increase work participation and earnings of non-custodial parents</li> <li>• Increase child support payments</li> <li>• Increase non-custodial parental contact with children</li> <li>• Enhance the relationship between non-custodial parent and children</li> </ul>
Security Contracts	Utilize an RFP to select security guard vendors, in order to require that all such vendors provide adequate training to their employees, ensure compliance with all applicable laws and regulations and establish linkages to City workforce development programs.	<ul style="list-style-type: none"> <li>• Improve the quality of security services</li> <li>• Improve wages, benefits and training for workers</li> </ul>	
City Agency Hiring Initiative	Assist PA participants in obtaining eligible City agency and contracted positions and in applying for entry-level City jobs.	<ul style="list-style-type: none"> <li>• Increased number of PA participants hired by city agencies</li> <li>• Increased earnings</li> <li>• Increase PA case closings for income</li> </ul>	<ul style="list-style-type: none"> <li>• Retention of PA participants in city agency positions</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
CCT: Opportunity NYC	Pilot demonstration program to test conditional cash transfers as a means of reducing inter-generational poverty by providing immediate poverty reduction through direct income supplements and by increasing human capital. The initiative will offer cash transfers in strategic ways to help poor families achieve self-sufficiency through three inter-related objectives: (1) to lessen immediate income-related hardships for poor families, (2) to encourage poor families to increase—or sustain—positive efforts to improve their own futures, and (3) to help and encourage poor families to invest in their children’s futures. The demonstration will be implemented in six communities throughout the City.	MDRC has played a key role in the design of the demonstration and will conduct its evaluation. <ul style="list-style-type: none"> <li>• Establish program cohorts through outreach and random assignment</li> <li>• Poverty reduction through the increase of household income</li> <li>• Increased utilization of social services principally in the domains of health and education</li> <li>• Increased full-time employment and/or workforce training</li> </ul>	MDRC has played a key role in the design of the demonstration and will conduct its evaluation. <ul style="list-style-type: none"> <li>• Sustained decrease of poverty for participating households</li> <li>• Sustained increase in the use of social services by participating households past the program end date</li> <li>• Reduction of inter-generational poverty</li> <li>• Increased educational attainment by children of participating households</li> <li>• Increased wages and full-time employment by parents of participating households</li> </ul>
CCT: Family Self-Sufficiency Program (FSS)	Expand the existing Family Self-Sufficiency (FSS) program, an asset development program available to residents in HPD’s Section 8 program as part of CCT experiment.	Part of MDRC CCT evaluation <ul style="list-style-type: none"> <li>• Assist households who receive Section 8 in achieving self-sufficiency</li> <li>• Cater services to the specific needs of target populations</li> <li>• Significantly increase the earnings of Section 8 households</li> </ul>	
CCT: Education	Pilot program that provides monetary incentives to children in elementary and middle-schools as a means of reducing the "achievement gap". The program would test individual and group incentive payment models and a control group to evaluate the effects of approaches.	Evaluation and Outcomes To be developed and conducted by program designers with MDRC.	
Universal Pre-K	Expand Pre-Kindergarten slots to serve all three and four year olds.	<ul style="list-style-type: none"> <li>• Increase enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• Increase school readiness, test scores, high school graduation rates</li> <li>• Decrease enrollment in special education, juvenile delinquency, and teen pregnancy</li> </ul>
Language Access (LA)	Provide agencies implementing the CEO initiatives with language access technical assistance and guidance to more effectively serve limited English proficiency (LEP) New Yorkers. Agencies work with MOIA on a voluntary basis and all outcomes are relevant only to agencies that chose to receive language access technical assistance and may be dependent on available agency resources.	<ul style="list-style-type: none"> <li>• Assess language access needs of CEO agencies requesting assistance</li> <li>• Assess LA needs of agencies working on issues affecting low-income New Yorkers</li> <li>• Provide introductory language access workshop</li> <li>• Provide TA to city agencies; improve agencies' linguistic and cultural capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance cultural competency of agency programs serving and reaching out to immigrant populations</li> <li>• Improve access to city services for limited English proficient speakers</li> </ul>

**APPENDIX A: Table of Expected Outcomes for CEO Initiatives**

<b>Initiative</b>	<b>Description</b>	<b>Short Term Outcomes</b>	<b>Long Term Outcomes</b>
Mixed-Income Housing	Pursue strategies to create mixed-income communities using a variety of tax and zoning incentives. These strategies aim to improve the quality and affordability of housing for low-income households, as well as promote the social and economic benefits of mixed-income communities. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development (HPD).	Evaluation and Outcomes to be developed and conducted by HPD	Evaluation and Outcomes to be developed and conducted by HPD
Cross-Subsidized Housing	Support the construction of housing that increases the stock of affordable housing available across the city to households below the federal poverty level by using a combination of tax incentives and financing programs. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development (HPD).	Evaluation and Outcomes to be developed and conducted by HPD	Evaluation and Outcomes to be developed and conducted by HPD

**APPENDIX B: Scale of Initiative (CEO Budget\* and Number Served by Each Program)**

<b>Initiative</b>	<b>FY 08 Budget in \$000's</b>	<b>Approximate Annual Numbers Served</b>
<b>Young Adult Initiatives</b>		
School-Based Health Services	\$1,300	2,200
Service Learning	\$5,700	4,500
Young Adult Internships	\$9,500	1,440
Workforce Lifeskills for Youth in Detention	\$500	750
Education for 19-24 Year-Olds on Rikers	\$2,800	380
Model Education Programs for Youth Discharged from Rikers	\$900	665
CUNY Prep	\$3,500	700
Civic Justice Corps	\$4,800	360
CUNY ASAP	\$6,500	1,000
IDAs for Foster Youth	\$500	250
<b>Working Poor and Early Childhood Initiatives</b>		
Office of Financial Empowerment (OFE)	\$2,500	Citywide
EITC*	\$0	up to 100,000 households
Child Care Tax Credit	\$42,000	up to 49,000 households
Nurse Family Partnership*	\$0	475
HHC Nursing Career Ladder	\$5,400	100
Business Solutions Customized Training Grants	\$3,400	750
Worker Advancement and Support Center	\$2,800	200
Sector-Focused Workforce I Career Center	\$2,800	800
Employment Initiative for Populations Involved in the Criminal Justice System	\$4,700	800
Workforce Coordination: Workforce Provider Training List	\$800	tbd
Workforce Coordination: Food Stamp Employment and Training	\$200	tbd
Workforce Coordination: CBO Outreach	\$1,100	1800
Early Childhood Policy and Planning	\$160	n/a
Food Access & Policy Coordination	\$40	n/a
Multiple Pathways*	\$0	tbd
Living Wage	\$0	tbd
Employment of Persons with Criminal Convictions	\$300	tbd
ACCESS NYC	\$1,900	tbd
3-1-1 Language Access	\$40	tbd
Community Development Finance (Microlending) Research Analysis*	\$0	n/a
Non-Custodial Parents	\$2,200	500
Security Contracts	\$0	tbd
City Agency Hiring Initiative	\$300	500
CCT: Opportunity NYC*	\$0	2,550
CCT: Family Self-Sufficiency Program (FSS)	\$2,300	2,400
CCT: Education*	\$0	tbd
Universal Pre-K*	\$0	18,000
Language Access	\$100	n/a
Mixed-Income Housing*	\$0	tbd
Cross-Subsidized Housing*	\$0	tbd

## APPENDIX C: Evaluation Priority/Expected Level of Effort

Initiative	Description
<b>I. High level of external evaluator effort</b>	
<b>Implementation and Outcome Evaluations</b>	
Service Learning	Create service learning programs for up to 4,500 youth aged 13-21 who are attending school. The initiative would serve youth at Beacon and OST sites and provide service opportunities and curriculum designed to reduce teen pregnancy and school dropout.
Young Adult Internships	Provide paid internships, placement in permanent jobs or educational programs, and follow-up services to up to 1,440 youth aged 16-24 who are neither working nor in school.
Education for 19-24 Year-Olds on Rikers	Serve an additional 380 inmates between the ages of 19-24 daily in schools on Riker's Island.
Model Education Programs for Youth Discharged from Rikers	Offers 3 models of transitional educational programs for 16-24 year olds released from DOC custody or currently under DOP supervision. The first model offers basic literacy for low level readers, the second model gives GED preparation and connects college bound inmates to community college programs and the third model utilizes mentoring to help the transition to education and/or jobs in the community.
Workforce Lifeskills for Youth in Detention	Introduce youth in detention between the ages of 12 and 15 to skills and resources to support their connection to the educational and workforce mainstream. Program will provide support and appropriate referrals to schools, training programs, part-time jobs, and other services. (Program still in design).
Sector-Focused Workforce1 Career Center	Create a new sector-focused Workforce1 Career Center that meets the skill and employment needs of a growth industry.
Employment Initiative for Populations Involved in the Criminal Justice System	Job training and placement program to help court involved individuals secure employment and/or advance to better paid, permanent, unsubsidized employment. (Program still in design).
Non-Custodial Parents	Program to engage low income, non-custodial parents in order to increase compliance in child support payments. Program targets NCP parents with child support default orders and offer participants job training/placement services, a parenting component, and consideration of payments over time of arrears to allow an affordable payment.
CUNY ASAP	Program will help 1000 CUNY students complete their Associate Degrees faster than the average CUNY student. Students will receive enhanced instruction, mentoring, peer cohort, block scheduling to fit their work schedules, financial assistance, and assistance in locating employment.
<b>Outcome evaluation only</b>	
Office of Financial Empowerment (OFE)	Create the first municipal office designed to educate, empower, and protect workers with low incomes, and help them make the best use of their financial resources.
Worker Advancement and Support Center	Promote job advancement and increased earnings through two pilot initiatives. The first is a dedicated neighborhood-based Center in Bedford-Stuyvesant that combines workforce services, supportive services and access to work supports. The second initiative incorporates retention and advancement services, as well as access to work supports in an existing Workforce1 Career Center.
Workforce Coordination: Workforce Provider Training List	Create a new on-line information service to match jobseekers with appropriate training programs; information to include feedback to help jobseekers evaluate quality of programs.
<b>ii. Moderate external evaluator effort (new and existing initiatives)</b>	
<b>Implementation and Outcome Evaluations</b>	
HHC Nursing Career Ladder	Create a four year RN and a 10-month LPN program at (2) HHC hospitals. The programs are for economically eligible New York City residents, including high school students and recent graduates. Approximately one third of the seats will be available to HHC staff without regard to income eligibility. Over 5 years the programs will graduate 60 RNs and 160 LPNs; total 220.
IDAs for Foster Youth	Create matched savings accounts for youth exiting foster care. Participants contribute up to \$1,000 to their IDAs and will receive a 2:1 match provided by private and government funds. Participants can withdraw funds only to purchase approved assets, which include educational services, housing, and microenterprise.
<b>Outcome evaluation only</b>	

### APPENDIX C: Evaluation Priority/Expected Level of Effort

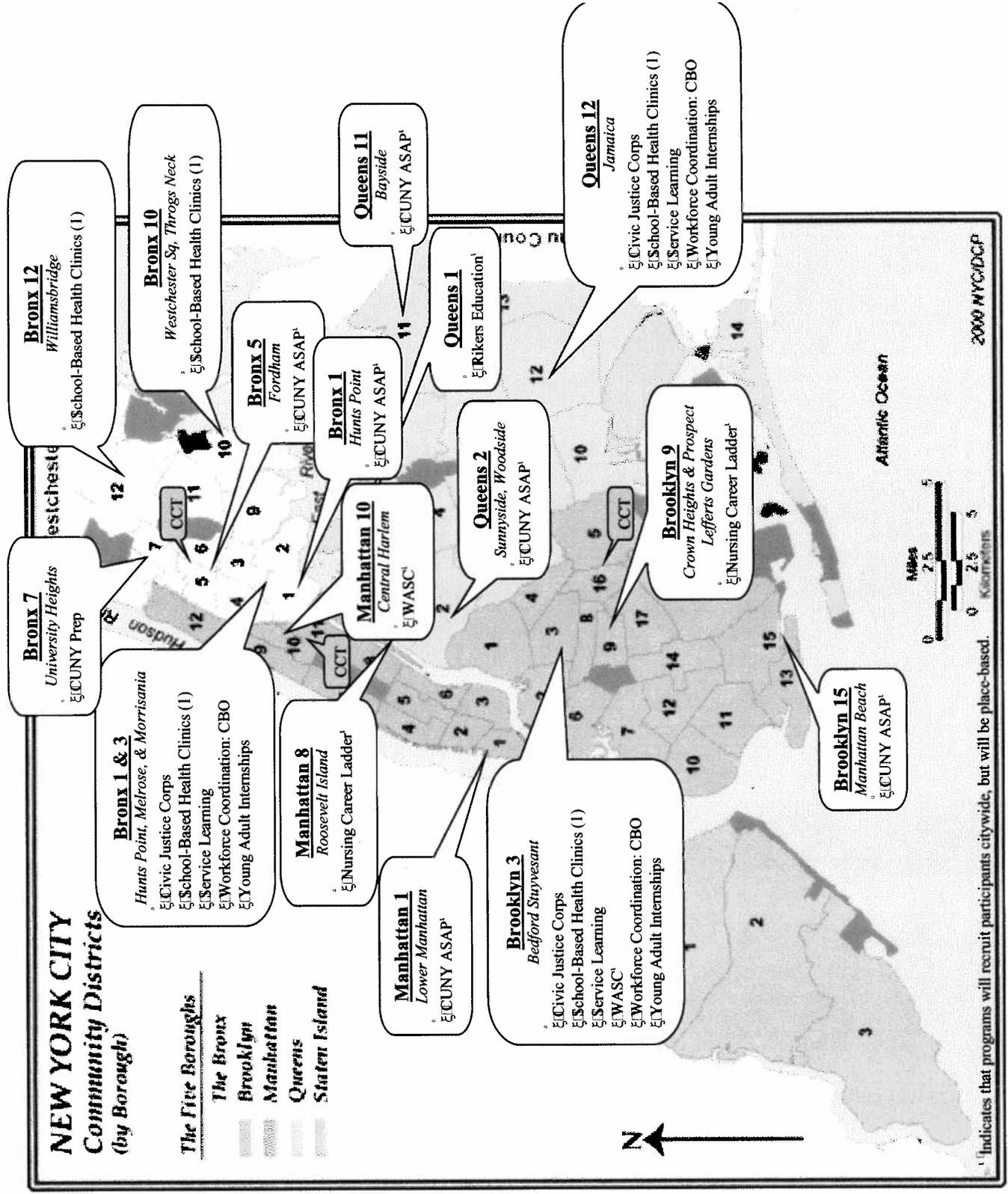
School-Based Health Services	Five School-Based Health Clinics will be placed in selected NYC high schools to provide comprehensive health services, including reproductive health services.
CUNY Prep	Model program that helps high school dropouts obtain their GEDs and provides college prep instruction. In FY08, CEO funds will allow CUNY PREP to serve 350 students in a day program 350 students in an evening program.
Business Solutions Customized Training Grants	Expand the successful NYC Business Solutions Training Grants program to serve entry-level clients with contextualized literacy training, work readiness, and occupational skills training.
Workforce Coordination: CBO Outreach	Outreach workers will inform CBOs about Workforce1 Career Center job orders and services.
<b>III. Minimal external evaluator effort (some initiatives can be evaluated easily with administrative data; others have separate evaluations planned)</b>	
EITC	Increase receipt of the Earned Income Tax Credit.
ACCESS NYC	Expand and promote ACCESS NYC, a web-based benefit pre-screening tool.
Civic Justice Corps	Annually, program will place 360 court-involved youth ages 16-24 in transitional employment internships and civic improvement projects in their home communities. Program includes mentoring, case management, a 6 month internship, and placement in permanent employment or educational programs. Participants paid \$8-9/hour while working at their internship placement or on their civic improvement project.
Living Wage	Require City agencies to carefully review living wage compliance whenever applicable contracts are slated to be awarded based upon unusually low bids.
Employment of Persons with Criminal Convictions	Program in development: provide support to increase the employment of persons with criminal conviction, including outreach and recruitment of private-sector employers and cross-training for probation and employment center staff.
Child Care Tax Credit	Provide a child care tax credit to low-income parents. The New York City Child Care Tax Credit (CCTC) will target families with young children who often experience the greatest difficulties finding and paying for child care. The NYC CCTC would be a refundable credit "piggy backing" off the State and Federal credit for households with children three years old and under and with household income less than \$30,000/year.
Nurse Family Partnership	Provide low-income, first-time mothers home visiting nurse services during the pre-natal period and during the first two years of the child's life.
Early Childhood Policy and Planning	Develop a policy and planning agenda to support the integration of quality early childhood services through enhanced interagency coordination, development of performance standards, and efficient resource utilization.
Food Access & Policy Coordination	Expand access to healthy foods including expansion of the Healthy Bodega Initiative. Establish a food policy agenda for New York City.
Multiple Pathways	Expand the Multiple Pathways initiative with new transfer schools, GED programs, Young Adult Borough Centers (YABC), and Learning to Work Programs. Multiple Pathways was established in September 2005 by the Department of Education with the goals of significantly increasing the graduation rates and college readiness of overage and under-credited high school students. (See DOE website).
3-1-1 Language Access	Improve language access to 3-1-1 Health and Human Service Information & Referral, a comprehensive access point for New Yorkers that allows callers to reach government and non-government services.
Community Development Finance (Microlending) Research Analysis	Analyze access to financial products and services for micro and small businesses in New York City.
Security Contracts	Utilize an RFP to select security guard vendors, in order to require that all such vendors provide adequate training to their employees, ensure compliance with all applicable laws and regulations and establish linkages to City workforce development programs.
City Agency Hiring Initiative	Assist PA participants in obtaining eligible City agency and contracted positions and in applying for entry-level City jobs.

### APPENDIX C: Evaluation Priority/Expected Level of Effort

CCT: Opportunity NYC	Pilot demonstration program to test conditional cash transfers as a means of reducing inter-generational poverty by providing immediate poverty reduction through direct income supplements and by increasing human capital. The initiative will offer cash transfers in strategic ways to help poor families achieve self-sufficiency through three inter-related objectives: (1) to lessen immediate income-related hardships for poor families, (2) to encourage poor families to increase—or sustain—positive efforts to improve their own futures, and (3) to help and encourage poor families to invest in their children's futures. The demonstration will be implemented in six communities throughout the City.
CCT: Education	Pilot program that provides monetary incentives to children in elementary and middle-schools as a means of reducing the "achievement gap". The program would test individual and group incentive payment models and a control group to evaluate the effects of approaches.
CCT: Family Self-Sufficiency Program (FSS)	Expand the existing Family Self-Sufficiency (FSS) program, an asset development program available to residents in HPD's Section 8 program as part of CCT experiment.
Universal Pre-K	Expand Pre-Kindergarten slots to serve all three and four year olds.
Language Access	Provide agencies implementing the CEO initiatives with language access technical assistance and guidance to more effectively serve limited English proficiency (LEP) New Yorkers. Agencies work with MOIA on a voluntary basis and all outcomes are relevant only to agencies that chose to receive language access technical assistance and may be dependent on available agency resources.
Workforce Coordination: Food Stamp Employment and Training	Draw down federal Food Stamp Employment and Training funds for eligible Workforce1 Career Center Customers.
Mixed-Income Housing	Pursue strategies to create mixed-income communities using a variety of tax and zoning incentives. These strategies aim to improve the quality and affordability of housing for low-income households, as well as promote the social and economic benefits of mixed-income communities. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development (HPD).
Cross-Subsidized Housing	Support the construction of housing that increases the stock of affordable housing available across the city to households below the federal poverty level by using a combination of tax incentives and financing programs. The initiative will be implemented and assessed by the NYC Department of Housing Preservation and Development (HPD).

# CEO Programs & Services

## Community District Placement



\* Indicates that programs are citywide, but will be based at specific sites or areas.